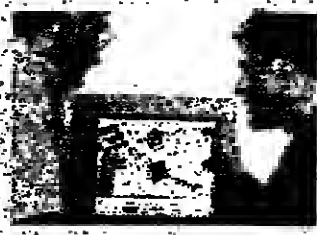




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Information Technology

Wednesday October 4 1995

■ The Big Issue: Network security
One recent study concludes that the Internet will be safe for general commerce within 18 months thanks to authentication and encryption techniques, reports Paul Taylor

Good design can counter data fraud

Computer networks and internetworking have transformed the personal computer from an isolated machine into a valuable information and communications tool, essential to many "mission critical" corporate applications.

There is, however, a catch. Networks, especially the Internet, are inherently insecure. Concerns about security regularly register top of the list when companies are asked about networks and internetworking.

"The growing incidence of hacking and data fraud emphasises that companies can no longer rely solely on staff-based security systems," says John Hope, Olivetti's networks divisional manager in the UK. "Hacking and fraud are often only detected by automatic security systems which monitor the network 24 hours a day."

No system can, of course, guarantee 100 per cent security, even with this sort of surveillance. Network operators might be able to limit the risks by imposing draconian security measures, but that would be like a shopkeeper nailing the front door closed and then wondering why there are no shoppers.

"To ensure comprehensive security, an organisation must address all hosts, systems, applications and networking devices with a policy that seeks to maximise user convenience and productivity, while at the same time limiting security violations," Cisco, the US-based internetworking specialists, advise in a recent briefing paper.

The goal of good design should be to provide this balance while adding as few restrictions as possible from the users' point of view. The first step should be to define a security policy, taking the following factors into account:

- Know your assets. Companies should understand what they want to protect and what access is needed. Some parts of an IT infrastructure can be left more open because little cost is involved if they are compromised.

- Count the cost. Security can delay work and create expensive overheads, as well as tying up significant computing resources and requiring dedicated hardware. Costs should be weighed against potential benefits.

- Identify assumptions. All security systems involve underlying assumptions, so any hidden

assumption is a potential security hole.

- Control secrets. Most security is based on secrets such as passwords and encryption keys. Too often, however, secrets leak out. Security systems should be designed so that only a limited number of secrets need to be kept.

- Allow for human factors. Many security procedures fail because designers fail to remember that if security measures interfere with essential uses of the system, users will resist and even circumvent them. Educate users about security.

- Limit the scope of access. Companies should consider partitioning their systems so that if intruders access one part of a system, they will not be able to move around.

- Remember physical security. Software security measures can be circumvented if an unauthorised user gets physical access to a computer or network router.

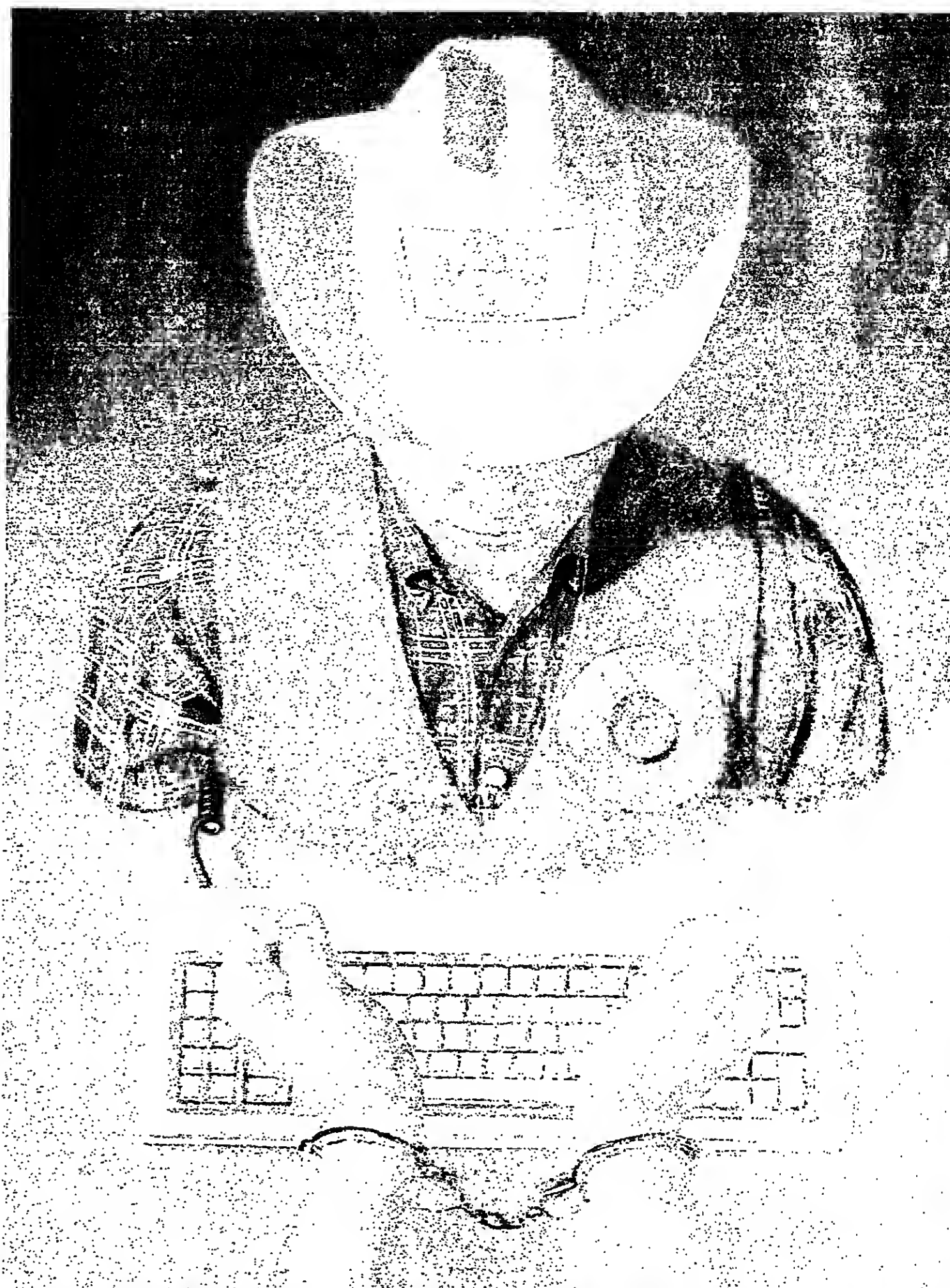
- Focus on points of attack. An organisation must understand how potential intruders may be able to enter its network. Areas of concern are network connections, dial-up access points, and misconfigured hosts, such as systems with unprotected log-in accounts, illegal modems connected to host computers, and easy-to-break passwords.

When a security policy is in place, standardised precautions can be replicated and automated across an organisation. "Trusting employees with 95 per cent of the information frees resources to secure data that could really harm the company," Forrester Research, the US-based research firm suggests.

For the top-secret 5 per cent of data, the best protection will probably be several security layers rather than a single, supposedly unbreakable, door. Networks handling highly sensitive information such as funds transfer should be secured using a variety of tools, including authentication software which verifies that a user is who they claim to be and which creates an audit trail to a security server, and encryption technology which protects data in transit from "sniffer" software used by hackers to intercept information.

Additional security can be provided by using single-use password generators. This form of software is particularly useful for remote access security, such as client access to bank electronic funds transfer networks.

Network managers can also use



audit tools which are designed to discover, identify and report security holes in networks. The most controversial audit tool is probably a programme called Satan (Security Administrator Tool for Analysing

Networks) which was made available on the Internet earlier this year by its creators.

For internal data other than top-secret information - the vast bulk of a company's database - simple

low-tech measures, such as virus scan software which will offer protection from computer virus programmes transmitted via floppy disks or over the Internet, and automated password management soft-

ware which requires mandatory password changes at pre-determined intervals, should be standardised and introduced across the organisation.

The interface between internal

and external networks, such as the Internet poses another set of problems. At the simplest level, a continuously available Internet connection to an internal network can be obtained via a leased line and a router - a device which acts as a post office, routing traffic to and from users and which provides unrestricted two-way access.

Some security can be added by implementing filtering, a capability which most routers today incorporate. Filtering routers can be set up so that, in theory, at least, employees have access to data stored on the Internet, but Internet users cannot access internal data. But if the filter fails, or has been misconfigured, security can be breached and external users can have unrestricted access to the internal network.

The single most important security tool for any organisation connected to the Internet is probably the firewall - a software and hardware mechanism which attempts to stop passage of all unauthorised traffic. A more sophisticated firewall prevents any direct link from the Internet to internal systems. This uses a host-based computer or intelligent gateway in place of the filtering router, and is usually known as a dual-homed gateway. A further refinement is the screened subnet which places a bastion host between the Internet and the gateway providing enhanced security.

Sophisticated firewall software is now available from many hardware and software vendors and has become vitally important as more and more companies build enterprise-wide networks and tap into the commercial potential of the Internet.

"Many organisations have been carried away by their enthusiasm to exploit the Internet without considering the security implications," says George Fyfe, director of professional services at Protek, a Maidenhead-based specialist security consultancy. "The stereotype of a hacker as an adolescent teenager working from a bedroom is far from the truth. Commercial organisations must over-estimate the ingenuity and expertise of the organised professional."

For the moment, most companies connected to the Internet are focusing on the firewall as a way of conducting safe and secure transactions. A recent report by Forrester, however, concludes that the Internet will be safe for general commerce within 18 months thanks to authentication and encryption techniques.

"Once encryption and authentication are woven into applications, Internet users will have secure private links between business partners, or between retailers and consumers that no cracker can tap," says Paul Callahan, author of the report. He warns that doing business on the Internet will, nevertheless, be not that much different from the physical world. "Banks will require more rigorous standards, but even with application-level encryption and authentication we think most companies should expect to lose \$1 per \$1,000 of transactions to Internet-based fraud."

At that rate, however, Internet fraud would be below MasterCard's reported rate of \$1.411 per \$1,000 in 1993 and cellular phone fraud in the US which is running at an annual rate of about \$20 per \$1,000.

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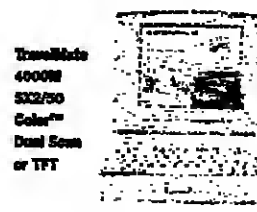
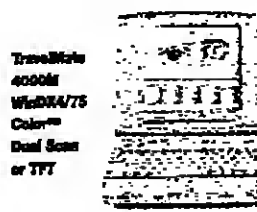
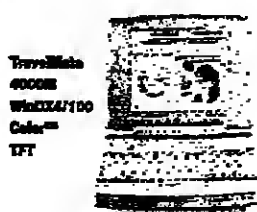
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EXTENDING YOUR REACH WITH INNOVATION

View from the Top

Permission to make mistakes

Charles Wang, chairman and CEO of software provider Computer Associates, talks to Claire Gooding

People say that Charles Wang could have been a success to almost any industry. Wang himself says that technology is his first love: he started as a Cobot programmer and is proud of it.

Since 1976 he has headed software provider Computer Associates, and his programme of acquisitions (58 to date) has taken it from its original niche - selling productivity aids to IBM mainframe programmers - to practically every corner of the IT business.

CA is now the world's second-largest independent software house with turnover worldwide of \$2.6bn - an increase of 22 percent over 1994. It is difficult to find an application area where there is no product with a CA-prefix: spreadsheets, accounting, manufacturing, IT productivity aids, database, systems software, from PC to mainframe.

Now CA has come out of the IT back room and is making its bid for the boardroom. Wang's book, *TechnoVision*, promises to explain IT to chief executives. He argues that it is their responsibility to understand IT and its role in the organisation. He has even coined a term for the gap between their understanding and what IT actually does: he calls it "the disconnect".

He has tested his beliefs by setting up hands-on workshops

for chief executives - with one-to-one tuition from CA aides - to help them conquer technophobia. These "boot camp" events, set up in the US with CEO Institute Inc, are about to get their first European test at Montreux in Switzerland. The pupils listen to him because he speaks as a chief executive who has done pretty well himself.

In the beginning - in 1976 - there was CA-Sort, a cheap quick alternative to IBM's own sort routines, and CA-Earl, a very competent report writer for IBM mainframes, fondly remembered by many a programmer. They were sold by an American-owned but European-based specialist company, Computer Associates. And then along came Charles Wang (pronounced Wong), founder of the US arm of CA, who acquired the European operations, setting CA off on its long path to stardom.

Even when there were only a few operating environments that mattered (and those all belonged to IBM), Wang was among the first to aim at being a "single-source supplier", providing a range of software tools and applications across all possible operating platforms.

Going public in 1981 raised \$12m - enough for Wang to make his first significant acquisition, Capex, whose systems products were complementary to CA's own, but in a different IBM environment. This was one of the computer industry's first attempts to create a cross-platform set of offerings, but where others developed or re-wrote from scratch, CA's way was to acquire then integrate.

CA's strategy on its home ground of systems software is

clear: be there, on every platform under every operating system. It is a philosophy that has served CA well, and established its systems management tool CA-Unicenter as an industry standard.

Unicenter is proof of CA's ability to innovate. Its latest incarnation, TNG (The Next Generation), uses whizz-bang virtual reality to help systems managers track down faults.

Dozens of takeovers later, Wang claims to know and love every member of his disparate CA family. "They are my children - I must not show preference because they feel I don't love them if I mention one and not another."

Despite this paternal protest, CA's reputation has been that of an acquisitive company, feared as much as welcomed by those who need its injection of cash. The recent \$1.7bn takeover of Legent - the biggest CA has ever done - is typical, revealing all the fears inside the company and throughout the industry of unfair competition.

Some people - especially those who are out of the door the moment a CA bid is announced - accuse the company of sucking the life out of products and spitting out the bones, once the user-base is secured. Those who appealed to the Department of Justice to oppose the Legent takeover levelled the familiar charges: monopoly of the market and imminent death of the product range, once acquired.

Wang professes himself hurt by this view: he has often been the white knight, the guiding hand and rescuer of companies that have lost their direction or suffered from short-sighted management. "In 20 years," he says, "only eight companies have I pursued in takeover deals: the rest have come to me."

Indeed it is not difficult to find CA people who have been taken over, and thereafter stayed for years, such as Mark Sokol, vice-president of product strategy, who came to CA with Realia Cobot. "The first thing Charles said to me was 'Let's talk about the future of the product,'" he recalls.

Wang's co-founder of CA, Russ Artz, a colleague who dates back to Wang's programming days, still steers CA's research and development programme. It is true that along

the way CA has swallowed companies more venerable than itself, such as ADR, the systems house credited with founding the software industry in 1969. It has occasionally snapped up two meals at a time, buying a company that had only just acquired another, such as Fancosoft-Realia, ASK-Ingres and Cullinet-SKK.

Wang admits to choosing who will stay and who will go very quickly. But "permission to make mistakes" is one of his personal philosophies. "Why fire someone if they have just cost you money? You might as well keep them on and benefit from their expensive new wisdom."

CA's latest subject for courtship, the systems management and professional services com-

pany Legent, had recently bought Goal Systems, which itself had gathered a few other IBM systems products. But, says Wang, Legent had failed to integrate, and integration is his great strength.

CA's programme of having two databases, (Datacom, Ingres), and acquiring the products (and user bases) of competing products, has often puzzled the industry. But even those who have become users grudgingly admit that CA has kept its promises and breathed new life into products that were flagging by pursuing maintenance and development.

Still in the portfolio are old originals CA-Dynam Family for storage management and CA-Scheduler for workload management. Ignore the mainframe at your peril, warns Wang: the growth of so-called "legacy" systems stands at 11 per cent a year, with Unicenter and Ingres in particular showing explosive growth.

That doesn't mean he is looking backwards. He talks enthusiastically about the integration of phone mail, voice fax, mobile and Internet communications. CA is partnering CableVision of Long Island in a TV-modem trial in New York. Wang has never bothered to court the press, although the signs are that things may be changing. The press, he says, is guilty of fuelling expectations, promoting irresponsible "market watchers," and hyping products that pour money down the IT drain.

Good relations with the users are another matter. He obviously enjoyed gathering 10,000 users at CA World in New Orleans this July. In a magnificent display of logistics and largesse which brought together people from 13 very different user groups. He took them by surprise twice: once with a plea to sign a petition to the Department of Justice in support of the Legent takeover, next with a passionate diatribe against lawyers meddling in the software industry (a surprise to those who remember how well his lawyer brother Tony, now retired, served CA in its formative years). Those who take the trouble to read *TechnoVision* cover to cover will be struck by a different Wang from the public image of wheeler-dealer: the one with a mother who enjoys exploring her PC, and one who believes passionately in the value of educating the coming generation (he has a young daughter).

Wang is a practised showman on stage, joking with former US President George Bush. "I haven't done badly, for an immigrant boy from Brooklyn," he says.

But reserve - for example about his close family and his forthcoming visit to China - seems more natural to him. The visit is his first since his family was expelled in 1949 during the Communist revolution. Charles was born in Shanghai in 1944, son of a Supreme Court judge, the second of three sons.

Perhaps this varied background - surviving exile and working in his parents' grocery shop - accounts for a view more catholic than the other great software emperor, Bill Gates of Microsoft. He respects Gates, he says, but CA's strength is in a broad-ranging view of the world in which the PC takes its place among other technologies.

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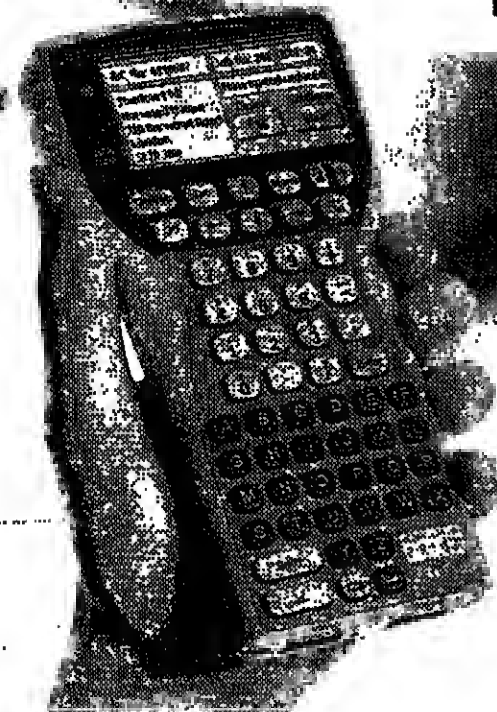
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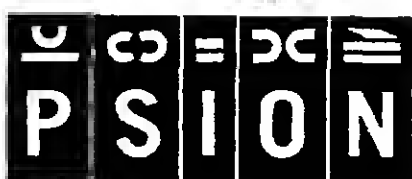
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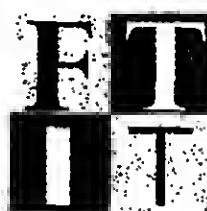
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Illustrations: David Cutter (front cover) and John Springs

Topics in the next issue of the FT-IT Review on Wednesday November 1 will include:

Cover story/The Big Issue: Update on the paperless office
Focus: Technology in the office
Software at work: Sales and marketing systems
Directions: Document Image processing

Topics planned for future issues include:

December 1995

Focus: IT in the home
Software: Accounting packages
Directions: Intelligent systems

January 1996

An A-Z of the Internet

February 1996

Focus: IT in government
Software: Enterprise Intelligence
Directions: Digital Printing

March 1996

Focus: Information and Communications Technology



Editorial background for consideration may be sent in writing one month before publication to:

The Production Editor,
FT Review of Information Technology,
Financial Times,
One Southwark Bridge,
London, SE1 9HL
Fax: (+44) 0171 873 3197

For copies of future editorial synopses for the FT-IT Review, please call:

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INTERNATIONAL COMPANIES AND FINANCE

BCI to take control of Banco de Lima

By Andrew Hill in Milan

Banca Commerciale Italiana (BCI), the Italian banking group, is to extend its influence in Latin America by taking a majority stake in Banco de Lima, the Peruvian bank founded by Crédit Lyonnais of France.

BCI said yesterday that Banco de Lima, BCI's Paris-based subsidiary, had agreed to buy Crédit Lyonnais's direct and indirect stakes in the Peruvian bank. With the 28 per cent stake already bought from minority shareholders, Sudameris will

control 68 per cent of Banco de Lima once the deal is formalised on October 15. No price was put on the purchase of Crédit Lyonnais's 40 per cent. The purchase will further strengthen the Latin American network built up by Sudameris since 1910, when it first invested in the region. Sudameris was founded by BCI and other European partners but has been wholly owned by the Italian bank since last year. It claims to be the highest European bank in Latin America, present in almost every country, with 257 branches.

The acquisition of a majority

stake in Banco de Lima will add a further 37 branches in Peru, 30 in Lima itself. In the first half of 1995, Banco de Lima recorded a pre-tax profit of \$4.3m, compared with Sudameris's first-half profit of \$33m, after country-risk provisions of \$15m.

Net consolidated profit at BCI rose to L239m (\$148m) in the first half of 1995, against L178m in the first half of last year. Sudameris, consolidated for the first time, accounted for L11,900m of the group's total assets of L153,000m.

Separately, Italian news agencies reported that the

main shareholders of Banco Ambrosiano Veneto, the subject last year of an unsuccessful takeover bid by BCI, were ready to buy the 19 per cent stake in the bank being sold by Credito, a subsidiary of Istituto Sao Paolo di Torino, Italy's highest bank.

Mr Carlo Salvadori, Ambrosiano's chief executive, told Ansa, the Italian news agency, that "on this issue, there was already an agreement" that the members of the bank's shareholder pact would buy the Sao Paolo stake. He also dismissed rumours that Cariplo, the Milan savings bank, was plan-

ning to join the shareholder syndicate, which is made up of Crédit Agricole of France, with 20 per cent, Alleanza, the insurance company, with 13 per cent, and two local banks with 18 per cent.

Ambrovetto was the subject of a short-lived takeover approach from BCI a year ago, but the main shareholders rallied round the bank, buying up shares offered for sale by outgoing members of the pact. In July a new seven-year pact was formed which excluded Sao Paolo. The Turin bank's stake in Ambrovetto would be worth L400m at current prices.

Huhtamaki blames fall on strikes in US sport

By Hugh Carnegie in Stockholm

Huhtamaki, the Finnish confectionery-to-confectionery group, yesterday blamed a strengthening of the Finnish markka and a slump in sales of collectable sports cards in the US for a 35 per cent fall in profits in the first eight months of the year. Profits after financial items fell from FM309m in the same period last year to FM201m (\$48.9m).

Huhtamaki said it expected a turnaround in profitability in the final four months of the year because of an improving outlook to its confectionery and packaging divisions.

But it warned that profits were unlikely to reach last year's full-year surplus of FM442m, implying a second successive year of falling profits.

A factor hitting all three main divisions - including the pharmaceuticals operations, during the first eight months - was a strong rise in value of the markka which left group sales down 6 per cent, from FM5,55m to FM5,34m. About 85 per cent of sales are generated outside Finland and Huhtamaki said currency factors knocked FM800m off sales.

In the Leaf Group confectionery and cards division, which accounts for 57 per cent of group sales, turnover was down 10 per cent at FM2,97m. The chief reverses were a 12 per cent fall in confectionery sales in North America and a 51 per cent fall in sales at the Doornse collectable cards company.

Strikes in professional sports in the US - particularly the long 1994-95 baseball strike - hit the American card market hard, but Huhtamaki said the end of the disputes should revive sales.

The Polaroid food packaging division returned a 2 per cent increase to sales to FM1,7m in spite of the adverse currency position. Leiras pharmaceuticals, which includes contraceptives among its products, saw sales fall 4 per cent to FM549m.

EUROPEAN NEWS DIGEST

Dior makes strong first half advance

Christian Dior, the French fashion group, yesterday posted net profits in the first half up 23 per cent from FF919m to FF151m (\$105m). The group reported in July that sales had risen during the period from FF12.4bn to FF13.8bn. It said yesterday that the increase in net profit stemmed mainly from the growth in its operating activities and from the effect on a complete semester of the increase of its stakes in LVMH since April 1994.

The group said sales at its Christian Dior Couture unit rose 12 per cent in the period to FF476m and net profit rose 8 per cent to FF76m. Christian Dior said it would call an AGM at the year-end to approve the establishment of the Couture business as a separate entity. The 1995 dividend prepayment of FF75.50 would be made on December 4. AFX News, Paris

Gemina shares lose another 4%

Shares in Gemina fell a further 4 per cent yesterday in heavy trading as investors expressed continued concern about the Italian investment company's half-year results and an investigation opened by Milan magistrates. The company's shares have now fallen more than 17 per cent since RCS, its publishing and media subsidiary, announced half-year losses of L276m (\$171m) a week ago. On Saturday, Gemina - which is controlled by a group of Italy's largest and oldest companies - announced a half-year pre-tax loss of L341m.

The decline in the share price has affected the whole market, dragging down the shares of other companies involved in the controversial plan to merge Gemina with Ferruzzi Finanziaria (Perfin), the holding company which controls the Mottetson industrial group.

On Monday, directors of Gemina and RCS met officials at Consob, the Italian markets watchdog, which is now examining the two companies' explanation of the unexpected losses. Meanwhile, Milan magistrates have refused to go into more detail about an investigation opened by prosecutor Mr Francesco Greco into the relationship between Gemina and RCS.

Carrefour sales up at nine months

Carrefour, the leading French supermarket group, yesterday reported sales up 8.3 per cent to FF11.8bn (\$83.9bn) for the first nine months of the year. Turnover in France rose 5.9 per cent to FF7.2bn, compared with the first nine months of last year.

For September alone, group sales rose 10 per cent to FF14bn, and those in France by 8 per cent to FF15bn. The group opened three new stores last month: in Belgium in France, in Brazil and in Spain. It operates 326 hypermarkets in the world, including 117 in France. Andrew Jack, Paris

Moody's cuts Daimler rating

Moody's, the international credit rating agency, has lowered the senior debt ratings of guaranteed subsidiaries of Daimler-Benz, Germany's largest industrial group, to A1 from double-A3 in response to the deteriorating conditions in the aerospace sector and the under-performance of the group's AEG businesses. About \$80 of long-term debt is affected.

Moody's noted that Daimler's new management team was re-shaping the company's business portfolio after the accumulative strategy of the 1980s but that the process was likely to take longer than management would like. Moody's said the rating acknowledged the continuing strength of Mercedes-Benz, the group's car and commercial vehicle division, in its core market segments, as well as the financial flexibility of the group. Antonia Sharpe

Risk rules in land without share certificates

Investment in Russia offers danger and enormous profit potential, says Norma Cohen

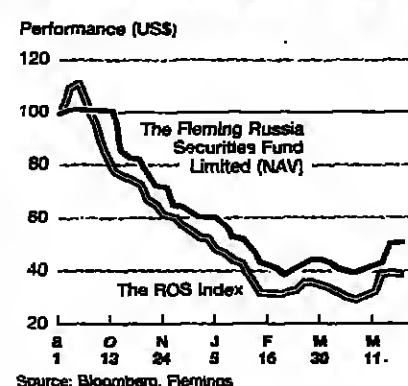
Fleming Investment Management's Russia fund is described by Mr Steve Bates, a fund director, as "the Wild West". While there may be a trace of irony in his characterising Eastern Europe in precisely those terms, professional investors in Russia say there are clear parallels. Fleming has raised a further \$21m for its closed-end Fleming Russia Securities Fund, one of only a handful of vehicles allowing investment in what is generally acknowledged to be the world's most dangerous, but potentially also very lucrative, marketplace.

Mr Bates calls the explosion in western investment in Russia "frontier capitalism", noting that it is helping to fuel the boom. "Just count the cranes. There are more of them above Moscow than London," he says.

Investing in Russia, it seems, is not for the faint-hearted. Mr Bates recalled that when the Fleming Russia fund wanted to make its first investment in Siberia-based Surgutneftegas, the world's fifth-largest oil producer when measured by reserves and output, it was stumped. It had to charter an aeroplane just to visit the company. Surgut wasn't on any one's flight route. Now, things have improved and it is possible to get there in three different flights on a domestic airline.

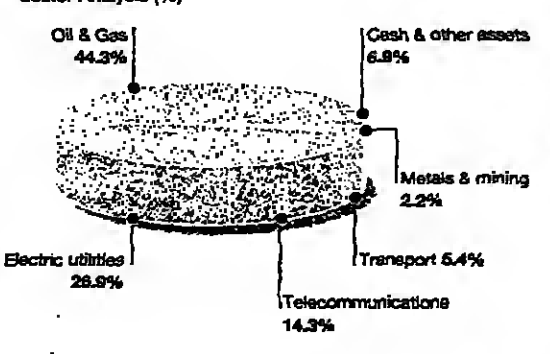
Getting a physically close look at the Russian companies you invest in is especially

Fleming Russia Securities Limited



Source: Bloomberg, Flemings

Sector Analysis (%)



important, he says. While the Russian telecoms network is one of the world's largest, there is a nasty habit in Russia of failure to pay phone bills. Moreover, there have historically been no phone directories. This means people don't use their phones much because they do not know each other's numbers, Mr Bates explains.

However, even with stumbling blocks such as these, shares in Russian companies are now for sale at price/earnings multiples so low that staggering profits can be made, even with all the risks. Oil companies, for instance, which in Russia are valued on the basis of proven reserves, are selling for between 10 cents and 30 cents a barrel, compared with their western counterparts selling at between \$5 and \$7 a barrel.

Such differences, says Ms Nancy Curtin, head of the emerging European group at Baring Asset Management, make investment in Russia worth the risks. Barings has several funds which invest in Russia, although only Fleming and the newly-launched Templeton Russia Fund, traded on the New York Stock Exchange, invest exclusively in securities.

But even once investment decisions are made, carrying them out is just as fraught with danger. "It is the market infrastructure which presents the greatest risk," Ms Curtin says.

There is no such thing as a stock exchange, let alone an existing body of securities law. Until recently, the only way to know the price of a share was to ring up each one of a group

of local brokers and ask how much they would sell it for. While Reuters screens now display prices for Russian "blue chips" - the top 12 Russian companies - other share prices are still available only on the phone circuit.

In Russia, there is no such thing as a share certificate; ownership is noted on a company register and there has been at least one well-publicised instance of ownership being eradicated by little more than correction fluid. Moreover, until very recently, the only way to determine ownership was to inspect the share register on a company's premises, and these could be in Siberia.

Some corporate directors are fond of issuing new shares to raise additional capital, overriding the objections of inves-

tors at annual general meetings. In one incident, directors of Kominet, a Siberia-based oil company, approved a significant increase in new shares at a May 1994 annual general meeting. When the shares were issued the following November, shareholders were staggered to learn their holdings had been significantly diluted.

"There was no announcement to the stock exchange because of course, there is no stock exchange," Mr Bates explains. Meanwhile, even for canny fund managers who can pick which shares in Russian companies will outperform, macro-economic and political risks loom large. After launching the first tranche of the Fleming Russia Securities Fund last September with a Net Asset Value of 100p, investors watched it plummet to a low of about 30p earlier this year before recovering sharply.

However, by all accounts, investment in Russia has come a long way over the past year. Indeed, the emergence of Russia has been reflected in the expanding investor base of the Fleming fund.

While last year, only hedge funds with a speculative profile were prepared to invest, traditional emerging markets investors such as pension schemes are now buying into the fund, Mr Bates says.

"This market has developed so much faster than anyone, including ourselves, ever thought,"

THE ZAMBIA PRIVATISATION AGENCY IS OFFERING FOR SALE

INDECO MILLING LIMITED

Indeco Milling Limited is located in Ndola on the Copperbelt at the hub of the mining and industrial activity. The city is serviced by a network of national and international road, rail and air links.

The company produces maize meal and stock feeds. The company's facilities comprise the Ndola Mill, Stockfeed Plant, Warehouse and Offices which are all located on the same site and have direct access to the lucrative Copperbelt market. The Ndola Mill forms the major facility of Indeco Milling Limited.

Supply, Production and Markets
Indeco Milling produces two major brands of maize meal, breakfast and roller and also produces stock feeds. The optimal production levels of 79,000 tonnes of maize meal and 29,000 tonnes of stock feeds per annum could yield revenues in excess of US\$20 million per annum. Both maize meal and stockfeed products are of high quality and excellent reputation in the market. There is also scope for export to neighbouring countries. It also has a ready and demanding market for the by-products of maize, namely maize sump, brewers grit and stockfeed. The key raw material, maize grain is locally grown in Mushi farming block (not far away from the city of Ndola where the mill is located). Wheat flour can also be produced by the maize mill thereby providing a wider product range than its competitors.

The Ndola Mill
The New Ndola Mill was rehabilitated in 1994 under the aegis and assistance of the KFW of Germany on a soft loan currently estimated to stand at US\$35 million. The rehabilitated New Ndola Mill is radically superior to almost all other mills in the country. Its technological advantages include: intensive dampening of maize grain to ensure moisture penetration, thorough maize grading by the combinator, attrition rollerstands with milling

precision, concentrators for product quality enhancement, installed weight and flow balancers to ensure uniform loading of the products to various machines, pneumatics conveying systems and in addition, the mill can easily be adjusted to produce wheat flour.

Key strengths of the Ndola Mill

- Maize intake rated capacity of 70 tonnes per hour.
- Storage silos capacity of 2400 metric tonnes.
- Intermediate six storage concrete bins of 480 metric tonnes capacity.
- Screening room with a rated capacity of 14 tonnes per hour.
- Mill section with a rated capacity of 11 tonnes per hour.

The extraction rate at more than 87% without sacrificing the quality of products, compares favourably with both regional and international standards.

The Stock Feed Plant

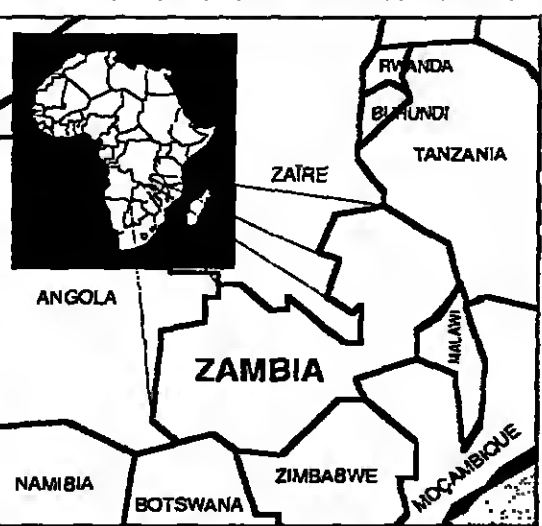
The Stockfeed plant has a rated capacity of 4 tonnes per hour. With market liberalisation the company is witnessing an increased demand for by-products of maize milling. The company has domestic and export orders for brewers grit and local demand for stockfeed.

Workforce

Indeco Milling currently employs approximately 150 people.

Offers

Offers are invited for the purchase of Indeco Milling Limited.



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The Zambia Privatisation Agency (ZPA) is an autonomous Agency of the Government of Zambia. The function of the Agency is to plan, implement, and control the privatisation of State owned enterprises in Zambia.

Zpa

For further information about bid submission contact:

The Chief Executive
ZAMBIA PRIVATISATION AGENCY
P O Box 30819, Lusaka, Zambia
Telephone: 260-1-227851, 221866, 227791. Telefax: 260-1-225270
Bidders will be required to sign a confidentiality agreement and pay US\$100 or K\$80,000 for receipt of a tender package.

The closing and opening date for submission of bids is 3rd November, 1995 at 15:00 hours.

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TENDER NOTICE
UK GOVERNMENT
ECU TREASURY BILLS

For tender on 10 October 1995

1. The Bank of England announces the issue by Her Majesty's Treasury of ECU 1,000 million nominal of UK Government ECU Treasury Bills, for tender on a bid-yield basis on Tuesday, 10 October 1995. An additional ECU 50 million nominal of Bills will be allotted directly to the Bank of England for the account of the Exchange Equalisation Account.

2. The ECU 1,000 million of Bills to be issued by tender will be dated 12 October 1995 and will be in the following maturities:
ECU 200 million for maturity on 16 November 1995
ECU 500 million for maturity on 11 January 1996
ECU 300 million for maturity on 11 April 1996

3. All tenders must be made on the printed application forms available on request from the Bank of England. Completed application forms must be lodged, by hand, at the Bank of England, Customer Settlement Services (formerly Securities Office), Threadneedle Street, London EC2N 1TH, not later than 10.30 a.m., London time, on Tuesday, 10 October 1995. Payment for Bills allotted will be due on Thursday, 12 October 1995.

4. Each tender at each yield for each maturity must be made on a separate application form for a minimum of ECU 500,000 nominal. Tenders above this minimum must be in multiples of ECU 100,000 nominal.

5. Tenders must be made on a yield basis (calculated on the basis of the actual number of days to maturity and a year of 360 days) rounded to two decimal places. Each application form must state the maturity date of the Bills for which application is made, the yield bid and the amount tendered for.

6. Notification will be despatched on the day of the tender to applicants whose tenders have been accepted in whole or in part. For applicants who have requested credit of Bills in global form to their account with ESO, Euroclear or CEDEL, Bills will be credited in the relevant systems against payment. For applicants who have requested definitive Bills, Bills will be available for collection at Customer Settlement Services, Bank of England after 1.30 p.m. on Thursday, 12 October 1995 provided cleared funds have been credited to the Bank of England ECU Treasury Bills Account No. 59005516 with Lloyds Bank Plc, Bank Relations, St George's House, PO Box 767, 6-8 Eastcheap, London EC3M 1LL. Definitive Bills will be available in amounts of ECU 10,000, ECU 50,000, ECU 100,000, ECU 500,000, ECU 1,000,000, ECU 5,000,000 and ECU 10,000,000 nominal.

7. Her Majesty's Treasury reserves the right to reject any or part of any tender.

8. The arrangements for the tender are set out in more detail in the Information Memorandum on the UK Government ECU Treasury Bill programme issued by the Bank of England on behalf of Her Majesty's Treasury on 28 March 1995, and in supplements to the Information Memorandum. All tenders will be subject to the provisions of the Information Memorandum (as supplemented) and to the provisions of this notice.

9. The ECU 50 million of Bills to be allotted directly to the Bank of England for the account of the Exchange Equalisation Account will be for maturity on 11 April 1996. These Bills may be made available through sale and repurchase transactions to the market makers listed in the Information Memorandum (as supplemented) in order to facilitate settlement.

10. Copies of the Information Memorandum (and supplements to it) may be obtained at the Bank of England, UK Government ECU Treasury Bills are issued under the Treasury Bills Act 1977, the National Loans Act 1968 and the Treasury Bills Regulations 1988 as amended.

Bank of England
3 October 1995

INTERNATIONAL COMPANIES AND FINANCE

Chairman delivers fresh broadside against Kirk Kerkorian campaign

Chrysler in talks on foreign joint ventures

By Richard Waters
in New York

Chrysler is discussing a number of joint ventures with foreign automotive groups as part of a big push into international markets, Mr Robert Eaton, the US company's chairman, said yesterday.

Mr Eaton outlined the company's plans in New York as he mounted his latest broadside against Mr Kirk Kerkorian, the billionaire investor who has mounted a campaign to force the carmaker to distribute more of its cash to shareholders.

Expansion in faster-growing overseas markets was one of the main reasons Chrysler would need cash in the future, Mr Eaton said.

The Chrysler chairman refused to name the foreign companies Chrysler is talking to. However, he said Volvo was not among them.

Two weeks ago, the Swedish car and truck maker's shares jumped on speculation that Chrysler was building a strategic stake in the company.

The emphasis on foreign expansion marked a new departure in Chrysler's continuing battle with Mr Kerkorian, its largest shareholder. Until now, the company has

said that it needs its cash hoard, which amounts to more than \$6bn, to protect itself against the effects of a downturn in the North American car and light truck markets, which account for the bulk of its sales.

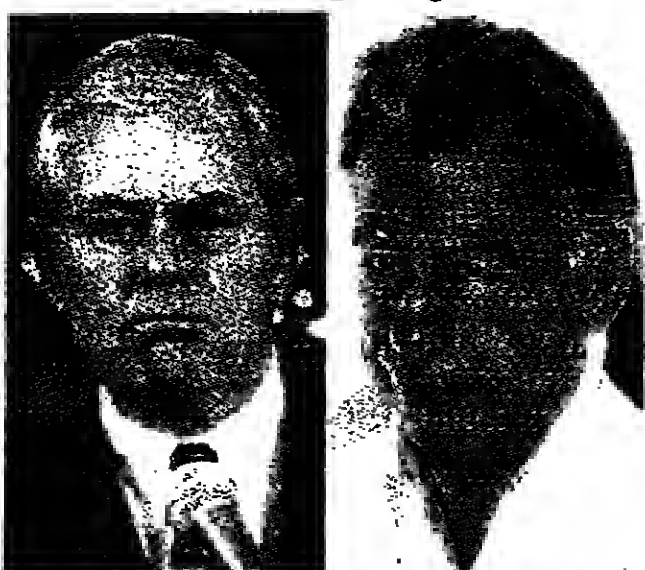
Yesterday's comments, made before some 200 institutional shareholders and others in New York, marked the high point of the Chrysler chairman's recent campaign against attacks from the Kerkorian camp.

In recent weeks, Mr Eaton has canvassed support in face-to-face meetings with some of the company's biggest shareholders, among them Fidelity, the Boston-based mutual fund giant. At the start of this week, the company also launched an advertising campaign in the US to argue its case.

International expansion was one of three reasons listed by Mr Eaton yesterday for Chrysler's plans to have \$7.5bn on hand when the next US recession hits.

"The biggest driver of shareholder value is profitable growth," he said. "We think international expansion provides the best opportunities for that growth."

Unlike its biggest rivals, Gen-



Robert Eaton (left): cash hoard for foreign expansion, not shareholders as argued by Kirk Kerkorian (right)

eral Motors and Ford, Chrysler has remained largely reliant on the US, making it more vulnerable to a downturn in its home market.

Mr Eaton pointed to south-east Asia and Latin America as areas where Chrysler is looking to expand. The company has already announced a number of ventures in these markets, including a new plant in Argentina, plans to develop

production in Vietnam, and an expanded distribution network in Japan.

"In addition, we are exploring more than a half-dozen joint ventures with foreign companies, some quite significant in size," he said.

Besides international growth, Chrysler would need its cash pile to survive the next recession and to maintain its investment plans during leaner

years, Mr Eaton said.

The tussle with Mr Kerkorian cooled earlier this year when the Las Vegas-based investor was unable to raise the finance for a proposed buy-out of the company.

It was rekindled a month ago, however, when Mr Kerkorian hired Mr Jerome York, a former Chrysler chief financial officer, to spearhead a new campaign against the carmaker's management team.

In comments made after his speech yesterday, Mr Eaton gave further details of why Chrysler would need \$7.5bn. During the last recession, the company had consumed \$4bn of cash, he said, adding that since then the company had grown in size by 80 per cent.

In addition, Chrysler needed around \$1bn to "keep the company running".

In a sideswipe at Mr York, Mr Eaton said of the company's conservative financial strategy: "Jerry York is the architect of that."

Mr York could not be reached for comment immediately after Mr Eaton's comments. He has mounted a campaign of his own in the past month, though, to persuade big investors that Chrysler does not need to hold so much cash.

Hawker Siddeley Canada sells business

By Robert Gibbens in Montreal

Hawker Siddeley Canada, now widely held since the UK's BTR sold its 59 per cent stake in 1994, has finally found a buyer for its sawmill machinery manufacturing subsidiary.

Privately-held US Natural Resources has signed a letter of intent to buy HSC's Consolidated Sawmill Machinery International for an undisclosed price.

Last month Mr Keith Moore, HSC president, said Gordon Capital had been hired to examine the company's future, with re-capitalisation or outright sale as options for consideration. This followed the rejection of a bid for HSC's profitable railway leasing unit.

Other HSC units make aircraft engines and industrial parts, and operate clinics performing laser eye surgery. The mining equipment unit in Britain was sold off earlier this year. The sawmill machinery unit was moved from western Canada to the US several years ago, but has long been a loss-maker.

In the first half, HSC lost \$700,000 (US\$619,700), or 14 cents a share, on revenues of \$174m, against a loss of \$12.1m, or \$1.53, on revenues of \$155m a year earlier.

The largest single shareholder is the Ontario Municipal Employees Retirement System, with 24 per cent.

SNC Lavalin, the international engineering consultant and contractor, is expected to be awarded the management contract for Canada's Radarsat II, a satellite-based remote sensing project worth at least \$300m.

The contract will be awarded by the Canadian Space Agency, a federal organisation, and funded by the Canadian government and the private sector.

Radarsat II will be much more advanced than Radarsat I: its satellite will orbit 800 miles above the earth and provide geophysical data even through cloud cover. The data will be marketed worldwide. SNC will carry out final feasibility studies and manage the consortium.

AMERICAS NEWS DIGEST

Lockheed proposes multimedia satellite

Lockheed Martin, the US aerospace group, plans to build a \$4bn global multimedia communications satellite system to provide digital voice, data and video links. It is also seeking partners in the venture. The company said it filed an application with the Federal Communications Commission (FCC) last week, to build, launch and operate the satellite system, called Astrolink.

Astrolink will provide high-data rate, digital communications services to businesses and telephone companies worldwide, Lockheed said. Its plans are subject to regulatory approval. The company said it would proceed when it had obtained commitments from partners in the telecommunications industry and external investment.

"This project reflects our commitment to the commercial space business and expands our role in the growing telecommunications services market," said Mr Vance Coffman, president and chief operating officer of Lockheed Martin's Space & Strategic Missiles Sector. Mr Coffman said Lockheed Martin would seek domestic and international partners and investors in the project.

In its FCC application, the company detailed plans for a global satellite network using a constellation of nine geostationary satellites located in five separate orbit positions and connected by inter-satellite links.

Louise Kehoe, San Francisco

ADC, Hitachi Telecom deal

ADC Telecommunications of the US and Hitachi Telecom (USA), a unit of Japan's Hitachi, have formed a long-term alliance to sell, market and support Hitachi's telecommunications products in North America, Mexico and the Caribbean. Financial terms were not disclosed.

The companies said the first phase of the agreement, effective immediately, was a broad sales and marketing arrangement to provide end-to-end solutions to customers. It includes marketing Hitachi's synchronous optical network and asynchronous transfer mode equipment with ADC's broadband access products, including the Soneplex and Homeport access-transport platforms.

ADC will provide marketing, sales and customer support for Hitachi products.

The companies said they were beginning talks on the second phase of the alliance, to form a joint venture that would address collaboration on new products and further integration of product lines.

AP-DJ, Minneapolis

GE Capital property buy

GE Capital Realty Group, a unit of General Electric's GE Capital, is to acquire the assets of MacFarlane Partners LP, a minority-owned real estate advisory firm based in San Francisco. Financial terms were not disclosed.

GE Capital said the acquired business would trade under the name GE Capital Investment Advisors. MacFarlane has \$1.6bn in real estate assets under management. MacFarlane's management will remain in place. The agreement is expected to be completed by November 30.

AP-DJ, Stamford

Motorola expands in China

Motorola, the US cellular telephones group, has won two cellular infrastructure orders worth about \$263m from the Chinese post and telecommunications ministry and Zhejiang Technical Import and Export.

The contracts expand on existing agreements to manufacture and distribute cellular infrastructure equipment in the country.

AFX, Arlington

Texaco faces \$55m charge for job cuts

Texaco, the US oil group, says its cost-cutting efforts will result in a third-quarter after-tax charge of about \$55m, related to additional job losses, Renter reports from New York.

The third-quarter results will also include a \$27m gain from the previously announced sale of Texaco's interest in Peldin Energy, and tax benefits of some \$45m realised through the sale of an interest in a subsidiary.

By the end of 1996, Texaco said, its cost-cutting programme will have resulted in 4,000 fewer positions worldwide compared with June 1994, when the company had about 28,000 employees. This will be achieved partly

through non-core asset sales. Texaco said its plan to reduce staff by some 2,500 had already been realised.

Texaco anticipated savings of \$300m a year as part of its strategy for growth, announced in July 1994. These are being realised.

Additional programmes involving outsourcing activities, further reduction of layers of supervision, and business process improvements will result in expected savings of an additional \$150m annually by the end of 1996, the company said.

For the third quarter ended September 3 1994, Texaco reported net income of \$231m, or 98 cents a share, on revenues of \$8.96bn.

Cognos soars after robust sales growth

Cognos, one of Canada's best-known software developers, reported a 123 per cent increase in earnings to C\$4.6m (US\$3.4m), or 34 cents a share, from C\$2.1m, or 18 cents, a year earlier. Revenues were C\$46.5m, up 20 per cent, writes Robert Gibbens.

For the first half ended August 31, net profits rose to C\$7.9m, or 58 cents a share, from C\$3.3m, or 25 cents, on revenues of C\$85m, up 21 per cent. For the full year, revenues are expected to pass C\$200m.

New product sales rose significantly in the latest quarter, and overall exports to the US gained 23 per cent, said Mr Ron Zamboni, who has taken over as chief executive.

Birmingham Steel in iron plant project

Birmingham Steel and Georgetown Industries of the US are to form a joint venture to construct and operate a direct reduced iron manufacturing facility in Louisiana. AP-DJ reports from Birmingham, Alabama.

The expected cost of the project was not disclosed.

The companies said the proposed plant would produce about 1.2m metric tonnes of direct reduced iron a year. The facility, which will be at a site on the Mississippi River, is expected to start operating in late 1997.

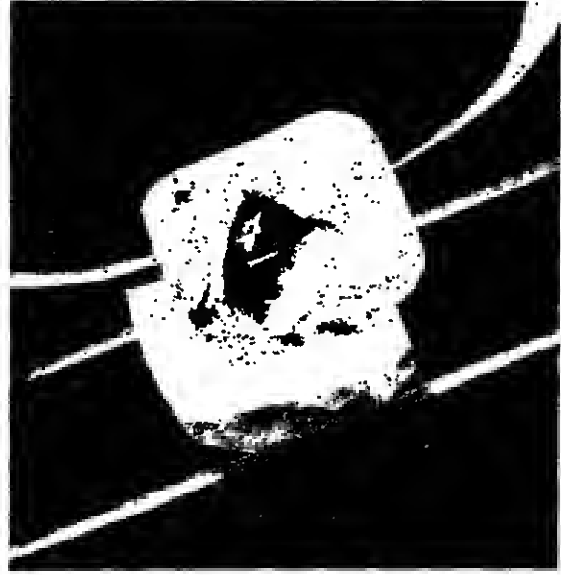
Birmingham Steel and Georgetown will each own a 50 per cent equity interest in the venture; each will also be responsible for using 50 per

cent of the operation's output. Georgetown will manage the daily operations of the proposed plant.

The companies are considering expanding the project to include a second unit to provide other US electric furnace producers with a supply of direct reduced virgin iron units for low residual steel production.

Birmingham Steel will use its portion of the plant's iron production primarily as feedstock for its Memphis, Tennessee, melt shop, which will begin operations in the second quarter of 1997. It operates steel mini-mills and manufactures rod and wire, while Georgetown Industries is a privately held steel rod producer.

Photographs courtesy of De Beers.



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Toyota head attacks government policies

Hiroshi Okuda, president of the carmaker, talks to William Dawkins and Michio Nakamoto about the future of the industry

Mr Hiroshi Okuda, the new president of Toyota, yesterday accused the government of prolonging the recession and forecast rapid consolidation among Japan's nine car groups over the next five years.

In an unusually outspoken assessment of the outlook for Japan's car industry and economy, Mr Okuda, 62, argued that the government had, from the outset of the economic downturn nearly four years ago, up until August, deliberately allowed the yen to rise. The aim was to put pressure on car and consumer electronics producers to restructure, he maintained.

"The government felt that if you drove up the yen high enough to destroy the car and electronics industries, it would be better for the economy because it would encourage the growth of new industries," said Mr Okuda, who took over the top job at Japan's largest car company in late August.

However, the rise in unemployment, to a record 3.2 per cent, and three bank collapses in August, alarmed the government into abandoning austerity, he claimed. That was when the Bank of Japan intervened to bring down the yen, followed in September by a cut in the official discount rate to 0.5 per cent.

Now that government economic policy had switched to reflation, Mr Okuda expected a recovery to emerge in the next month, supported by increased corporate profits, a weaker yen, and the recent rise in share prices. But Japan's maturing economy would grow

by no more than 2 to 3 per cent annually for the next decade, less than half the growth rates seen in the 1980s, predicted Mr Okuda. The domestic car market would grow even more slowly, by 1 to 2 per cent, he estimated.

Mr Okuda's view of the government's hidden economic agenda is privately shared by many businessmen, although vigorously denied by the Bank of Japan.

Until yesterday, few senior businessmen had dared to express it so openly. Mr Okuda, a straight talker who began his career at Toyota as a salesman in 1955, is the first non-member of the Toyota family to head the group in nearly three decades. He replaces a son of the founder, Mr Tatsuro Toyota, 66, who resigned because of illness.

Mr Okuda has taken over at a difficult time in Toyota's fortunes.

Its domestic market share has dropped every month over the past year, from an average of 42 per cent in 1994, to 36.5 per cent in September. This is because Toyota has been slower than competitors to introduce recreational vehicles, the fastest growing part of the market, say industry analysts.

The group's recurring profits - before tax and extraordinary items - are accordingly forecast to fall to ¥220bn (\$2.2bn) in the year to March, from ¥274.8bn last year.

Toyota would recover to 40 per cent market share by December, said Mr Okuda. The company had been slow to pick up on the shift in Japanese



Hiroshi Okuda: sees a hidden economic agenda in Tokyo

consumer taste away from conventional saloons to recreational vehicles, he admitted, but it was launching RVs.

Japanese car companies are in the throes of a battle for survival in the domestic market, said Mr Okuda. He expected the number of car groupings to be reduced, mainly through purchasing ties, joint ventures, and exchanges of share stakes, from the current nine to five.

However, "if another company falls in the survival game, Toyota will take its share of the market", Mr Okuda emphasised.

Foreign acquisitions of Japanese companies could equally help reduce the industry's

overcrowding. Aversion to foreign takeovers had ceased to be a problem, Mr Okuda claimed.

Even after four years of falling production at home, car industry leaders have, until now, been reluctant to admit the need for bold capacity cuts or the possibility of consolidation.

Mr Okuda argued that the domestic car market was unlikely to see a return to the growth rate needed to sustain nine independent manufacturers. Since Japanese carmakers are committed to shifting production abroad, they will not be able to rely on exports to provide further demand. This "will trigger intense competition and... some companies

will not be able to survive," Mr Okuda said.

Five vehicle groups should be able to survive in a Japanese market of 5m vehicles per year, including trucks and imports but excluding mini-vehicles with engine capacity of under 660cc, he predicted. Last year, domestic demand totalled 4.9m vehicles.

Japan's car groups have already, during the recession, increased business ties with each other, to pool costs and seek economies of scale. Toyota is the most recent example, with its decision last month to increase its stake in Daihatsu, a maker of mini-cars, from 16.8 per cent to 33.4 per cent.

"Once that survival game is over we will start to see a new order in the market," predicted Mr Okuda.

Returning to the economy, Mr Okuda warned that a rise in unemployment was probable, in spite of the expected recovery. He expected the jobless rate to rise to 8 per cent, within an unspecified period, as companies continued to freeze recruitment and put pressure on surplus staff, estimated at 2m to 3m people, to leave. The government had failed to adjust for this by setting up a sufficiently generous social security system, he said.

The government has set a threshold of 3 per cent unemployment. When the rate comes close to that or goes over it, the ministry of labour comes to companies to ask them to employ more people. The government is just not prepared for 8 to 10 per cent unemployment," said Mr Okuda.

He expressed fears about the 17 per cent jobless rate among graduates, a consequence of the clampdown on recruitment. "We just do not have a system to take care of that... it may lead to social unrest," he warned.

Malaysian in bid for Hong Kong publisher

By Simon Holberton in Hong Kong

Mr Tiong Hiew King, a Malaysian entrepreneur, plans to offer HK\$3.85 a share for Ming Pao Enterprises, publisher of Hong Kong's leading Chinese-language daily newspaper, in a bid which would value the company at HK\$1.38bn (\$179m).

The proposed offer follows a proposal to buy-out Mr Yu Pun Ho, the company's former chairman, who had a 35.9 per cent stake in the newspaper.

However, the price, which is significantly below market expectations of up to HK\$4.50, represents only a 5.5 per cent premium over Monday's closing price of HK\$3.66 and underlines the weakened financial state of Ming Pao. Yesterday, following the announcement, the shares closed at HK\$3.60. Mr Tiong is buying the news-

paper without having to pay any real premium for control.

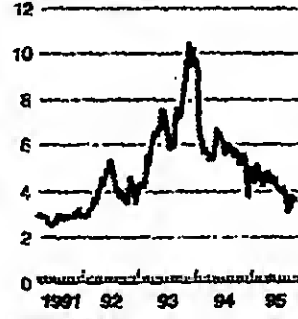
His offer to acquire Mr Yu's shares is valid until October 10 and conditional upon Mr Yu demonstrating, among other things, that Ming Pao's net asset value was no lower than HK\$3.44 a share at the end of June - the latest period for which full management accounts exist. In the company's recent annual report it says its net asset value, at March 31 this year, was HK\$3.84 a share.

However, Coopers & Lybrand, qualifying the accounts, raised questions over the recoverability of nearly HK\$300m of loans Ming Pao had made to third parties.

If these loans do prove unrecoverable - and Ming Pao's management disputes the suggestion - then net asset value would fall to around HK\$2.35 a share.

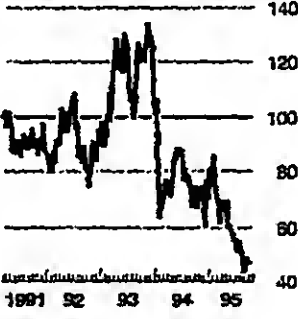
Ming Pao Enterprises

Share price (HK\$)



Source: FT East

Relative to the Hang Seng Index



Analysts said yesterday it seemed unlikely that Mr Tiong would have proceeded this far if he had not satisfied himself about the quality of Ming Pao's accounts. "But it is not in the bag yet," said one.

Together with Mr Tiong's existing 10.1 per cent of the

company, he will control 46 per cent, forcing a general offer.

Hong Kong's takeover code triggers a bid if a shareholder passes 35 per cent of a public company.

In Ming Pao's announcement of the offer, it said Mr Tiong, who wants to keep a 50 per

cent interest in the company as a long-term investment - plans to retain Ming Pao's stock exchange listing. This means that at least 35 per cent of the company's share capital has to be outside the dominant shareholder's control.

Achieving this should not be too difficult. Two shareholders, Mr Louis Cha and Mr Oei Hong Leong, who between them own 22.2 per cent, would not be accepting the offer.

In addition, executives of CIM, Mr Yu's private company, would retain their interest in 1 per cent of Ming Pao.

The sale, if it comes off, should go part of the way to helping Mr Yu out of his financial difficulties.

He is also reported to be in discussions to sell an interest in the Chinese Television Network, a wholly-owned CIM venture, broadcasting by satellite in Taiwan.

Tiong Hiew King joins trek to colony's media arena

Mr Tiong Hiew King, 60, is one of Malaysia's wealthiest and most secretive businessmen. His privately-held Rimbunan Hijau group, based in Sarawak, east Malaysia, is believed to be the country's largest timber company with an annual turnover estimated at US\$1.5bn.

Mr Tiong's personal wealth is put at M\$2bn (US\$793m). His family has interests which include property in Singapore, hotels and factories in China, a cattle ranch in Australia and fish processing plants in New Zealand. In

recent years, Mr Tiong has been moving more of the family timber business overseas and he now controls the biggest logging company in Papua New Guinea, with concessions of more than 2m hectares - an area more than 20 times the size of Singapore.

Within Malaysia, Mr Tiong has been diversifying into financial services, palm oil plantations and property. He owns the country's largest-selling Chinese daily newspaper and another national Chinese paper. Mr Tiong founded The National, an English lan-

guage daily in Papua New Guinea.

Mr Tiong and his Rimbunan Hijau group have been accused by environmentalists of destroying large tracts of Sarawak's rain forests. In Papua New Guinea, the group is alleged to have a monopoly on the log export trade. Rimbunan Hijau denies any wrongdoing.

Mr Tiong's move into Hong Kong marks the arrival of yet another powerful Malaysian into the colony's media industry. Two Malaysian Chinese businessmen, Mr Robert Kuok and Mr Khoo Kay Peng, together own more

than 50 per cent of the South China Morning Post.

Mr Kuok and Mr Tiong are members of the Foochow Chinese dialect group, descended from emigrants from Fujian province in southern China. The Foochows include some of Asia's most powerful and well-connected corporate figures, including Mr Liem Sioe Liong, the Chinese Indonesian entrepreneur who is regarded as the region's richest businessman.

Kieran Cooke

مكتبة الأجل

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NOTICE OF EARLY REDEMPTION HALIFAX BUILDING SOCIETY

£250,000,000

Floating Rate Notes 1997

NOTICE IS HEREBY GIVEN that, pursuant to Condition 5(e) of its £250,000,000 Floating Rate Notes 1997 (the "Notes"), Halifax Building Society will redeem all of the Notes at their principal amount on November 6, 1995.

The Notes may be surrendered for redemption at the specified office of any of the Paying Agents, which are as follows:

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60 Victoria Embankment
London EC4Y 0JP

Banque Paribas Luxembourg
10A boulevard Royal
L-2093 Luxembourg

Morgan Guaranty Trust Company
of New York
avenue des Arts 35
B-1040 Brussels

Payment in respect of the Notes will be made against presentation and surrender, on or after November 6, 1995, of Notes together with all unexpired Coupons appertaining thereto. Such payment will be made in sterling at the specified office of the Paying Agent in London or, at the option of the holder, at any specified office of any Paying Agent by a sterling cheque drawn on, or by transfer to a sterling account maintained by the payee with, a bank in London.

Interest shall cease to accrue on the Notes from November 6, 1995 and unexpired Coupons relating to the Notes shall become void on such date. Notes and Coupons will become void unless presented for payment within 12 years and 6 years respectively from the relevant date in accordance with Condition 10.

HALIFAX BUILDING SOCIETY
By: Morgan Guaranty Trust Company
OF NEW YORK as Principal Paying Agent

Dated: October 4, 1995

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By The Chase Manhattan Bank, N.A.
Agent Bank,
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Shareholders are informed of a dividend of US\$ 0.40 per share of Common Stock to holders of record as of September 29, 1995.

The ex-dividend date was September 26, 1995. Shareholders have the option of receiving cash or stock dividends. Please contact your broker for information. The stock dividend will be determined based on the net asset value calculated on October 4, 1995.

The dividend will be paid on October 13, 1995. Payment of the dividend on the bearer shares will be made against surrender of coupon No. 21 detached from the share certificates which for this purpose shall be lodged at:

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W. European aluminium imports reach 2m tonnes

Kenneth Gooding
Mining Correspondent

Imports of primary aluminium to Western Europe last year reached 2m tonnes for the first time as demand jumped by nearly 13 per cent and production fell, the European Aluminium Association reported yesterday.

Mr Folco van Duyn, chairman, indicated that demand would increase by another 1m tonnes by the year 2000 and much of this would be provided by further imports.

He also gave a warning that the ability of the European primary aluminium producers to compete effectively with their competitors elsewhere in the world was in danger of being eroded by some European Union policies.

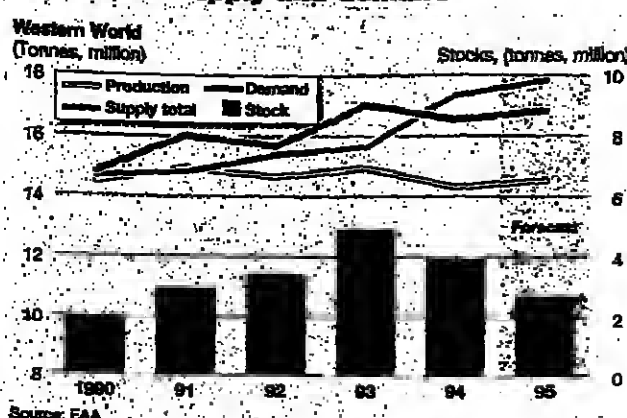
Environmental costs were of particular concern. He said the industry was faced with "a patchwork of national and even local eco-taxes" and "in most cases there is no clear link with environmental goals, the usual justification for creating such taxes."

"This will be to the detriment of consumers, who will lose spending power, and it will cost industry not only money, but probably loss of market shares and in the worst case, jobs."

According to the association, Western Europe produced 3.14m tonnes of primary aluminium last year, a fall of 5.1 per cent from the 1993 level, while consumption was up by 12.9 per cent to 5.14m tonnes.

Mr van Duyn said primary

Aluminium supply and demand



Source: EAA

Aluminium consumption could be expected to show a healthy annual growth rate of 2.5 to 3 per cent to the year 2000. West European production capacity was not likely to increase in that time and imports would have to fill most of the gap between supply and demand.

Imports from Russia are estimated to have accounted for 1.1m tonnes of West European consumption last year, or more than half of total imports.

Cobalt surplus and lower prices are forecast for the year 2000

By Kenneth Gooding,
Mining Correspondent

Warnings that cobalt, a metal used in superalloys for the aerospace and chemical engineering industries, will be in over-supply by the year 2000, causing a steep drop in prices and the closure of high-cost production, were given at the Cobalt '95 conference in Washington last week.

Mr Luc Gellens, manager of business development for Union Minière cobalt and nickel products of Belgium, pointed out that, if all the potential projects went ahead,

primary cobalt would be nearly three times last year's level of 18,000 tonnes at 50,000 tonnes. But "market forces" would ensure a gradual increase of primary cobalt to 30,000 tonnes by that time.

Added to that would be secondary (or scrap) cobalt, adding between 3,000 and 4,000 tonnes a year, and sales from the US strategic stockpile, which would likely remain about 2,000 tonnes annually for ten years.

"Prices in the long term will come down as the potential for oversupply is real," said Mr Gellens.

"This is particularly worrying for some complex cobalt deposits and recovery methods and for continued growth in recycling. The projects on the high end of the cost curve will be under a lot of pressure."

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Making the Pacific safe for dolphins

Leslie Crawford on the Latin America bid to persuade the US to lift its tuna embargo

Six Latin American governments are meeting in Panama City this week to adopt a new code of conduct for their tuna fishing fleets that would dramatically reduce the number of dolphins killed in their nets and hopefully persuade the US Congress to lift a ban against tuna imports from their countries.

The agreement, which is expected to mature into a fully-fledged international treaty later this year, is being upheld as a model for how industries, governments and environmental groups would work together to solve problems that transcend their limited jurisdictions.

The outcry against the tuna industry began in the mid-1980s, when environmental activists took jobs on tuna boats and secretly filmed the slaughter of hundreds of thousands of dolphins which were being trapped in the mile-long nets used to encircle a tuna catch. For some unknown reason, dolphins and the prized yellow-fin tuna swim together in large schools in the eastern Pacific Ocean. Their natural affinity simplified tuna fishing, as seiners had only to cast their nets over surface-swimming dolphins to secure a large haul of tuna underneath.

Intense lobbying from environmental groups led the US Congress to pass a Marine Mammals Protection Act in 1988, and to decree an embargo in 1990 against tuna imports from all countries that trapped

dolphins in the process of fishing for tuna. Leading US canneries, including Bumble Bee, Starkist and Chicken of the Sea, adopted "dolphin-safe" labels.

The embargo dealt a devastating blow to countries like Mexico, which had built the largest tuna fishing fleet in the eastern Pacific behind its 200-mile economic exclusion zone. The US also banned imports from Colombia, Venezuela, Costa Rica, Ecuador, Panama, Italy, Japan and the small Pacific republic of Vanuatu.

Mexico, which hauls in 40 per cent of the tuna catch in the eastern Pacific, saw its exports drop from 88,600 tonnes in 1989, the year before the ban, to a mere 15,000 tonnes last year. Tuna boats were sold or adopted foreign flags of convenience. Canneries closed down, with the loss of 4,000 jobs. The tuna port of Ensenada, on the coast of the Baja California peninsula, sunk into a deep recession.

The Marine Mammals Protection Act drove most US tuna boats to the western Pacific, where a different species of tuna, which does not swim with dolphins, is prevalent. The unilateral US trade sanction, however, became the catalyst for radical changes in the way eastern Pacific fleets fished for tuna. In 1993, 10 countries adopted an international dolphin conservation programme, known as the La Jolla Agreement, with the aim of reducing dolphin mortalities

to insignificant levels by 1999. Fishing fleets agreed to take observers on board to monitor accidental dolphin deaths. Environmental groups, working together with tuna boats, designed new fishing techniques and boat manoeuvres that allowed dolphins to escape the encircling nets.

As a result, dolphin deaths in the eastern Pacific tuna fisheries declined from more than 100,000 in 1989 to 4,085 last year. The dolphin population, estimated at 9.5m, is now believed to be stable or increasing.

What has been accomplished by fishermen and fisheries managers, first in the US and then internationally, is nothing short of a phenomenal environmental success story," Mr David Colson, a deputy assistant secretary at the US State Department, told a Congressional hearing in June. Mr Colson recommended Congress lift the embargoes against countries which were complying with the dolphin conservation programme.

The continued US tuna embargo has been an irritant in international trading forums. Mexico and other Latin American nations challenged the US embargo twice before the General Agreement on Tariffs and Trade, obtaining two opinions in their favour. It has also been one of several awkward disputes within the North American Free Trade Agreement, which in turn has made it harder to solve other

trade and environment conflicts.

In Panama City this week, Mexico, Colombia, Costa Rica, Ecuador, Panama and Venezuela plan to make it more difficult for the US Congress to maintain the embargo.

The six countries are expected to issue a joint declaration in support of an international treaty that would make permanent the voluntary dolphin-friendly fishing techniques and mortality caps established in the 1992 La Jolla agreement, which expires in 1999. The new agreement would also impose more stringent annual limits on dolphin deaths (5,000 a year), with specific limits for species that are considered to be depleted.

The new agreement has the backing of mainstream environmental groups, including Greenpeace and the World Wildlife Fund (WWF). "The progress made by Mexican and other national fleets in reducing dolphin mortality is undeniable and they deserve credit for it," Mr David Schorr, a WWF spokesman, said yesterday. He added: "If there were a strong, binding, permanent international regime that guaranteed the continued protection of dolphins and their ecosystem, it would then be appropriate for the US to lift its embargo against tuna imports."

Not all environmental groups, however, support the new agreement. Mr David Phillips, a veteran of the campaign against dolphin killings

in the 1980s, fears dolphin deaths could rise and criticises what he calls the agreement's fraudulent redefinition of "dolphin-safe" products. He has testified before Congress against lifting the embargo.

"In the US and the UK, the dolphin-safe label means that no nets are set upon dolphins, whereas under the new definition, dolphins could be encircled again so long as none of them were observed to have been killed," Mr Phillips says.

Even the environmental groups which support the new agreement under discussion in Panama, however, oppose draft legislation presently before the US Congress that would weaken the Marine Mammals Protection Act.

They charge that the draft amendment presented by Republican Congressman Randy Cunningham would so weaken regulation that dolphin killings might rise tenfold from their present low levels.

Most environmental groups hope Mr Cunningham's bill will undergo extensive changes so as to safeguard the protection of dolphins and their ecosystem, it would then be appropriate for the US to lift its embargo against tuna imports to be lifted.

If not, they fear that all the multilateral effort that has gone into adopting more dolphin-friendly tuna fishing methods will go to waste.

CAP reform 'must not delay' E. European accession

MARKETS REPORT

Dollar makes further gains ahead of G7 meeting

By Philip Gawth

The dollar yesterday made good gains against the D-Mark and yen in trading which appeared to be technically driven rather than a reflection of any re-assessment of the economic fundamentals underlying the currency.

The dollar's advance came after New York markets opened, amid fairly thin volumes, leaving analysts disinclined to attach much significance to the move. It closed in London at DM1.4393, from DM1.4289, and at ¥101.305 from ¥100.585.

Overall, activity remained very subdued, with most interest focused on the likely verdict in the O.J. Simpson murder trial, and the disparaging comments uttered by Mr Robin Cook, the Labour party's foreign affairs spokesman, at the party conference in Brighton.

Mr Cook told the conference that he was "not worried about the jobs of men in blue braces

speculating against the pound. If a single currency puts a few speculators out of work, that is one price I am prepared to pay."

The dollar did actually lose half a penny, from DM1.44 to DM1.4393, in the ten minutes after the O.J. Simpson verdict was delivered. Analysts said there was a "lack of buying interest", a euphemism, perhaps, for "everybody's watching TV".

Law and politics aside, the main focus of activity was with the US's leading trade partners, Canada and Mexico. Whereas the Bank of Canada was seen trying to curb the further rise in the Canadian dollar, buoyed by the expectation that Quebec will not vote in favour of secession later this

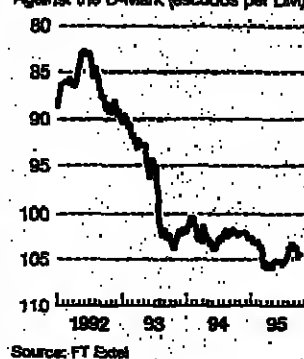
month, the Mexican authorities faced the opposite problem, with the peso sliding against a backdrop of falling equity markets and political rumours. It opened in Mexico around 6.5 to the dollar, compared to a London close of 6.38 on Monday.

Although sterling lost ground against the former dollar, it made further advances against the D-Mark, closing at DM2.275, from DM2.2693. Against the dollar it finished at \$1.5897 from \$1.5871. The sceptical tone of the ERM debate, which has moved towards the UK's position, appears to have helped the pound, which is also one of the stronger candidates for meeting the Maastricht convergence criteria.

European rates were fairly subdued. The Portuguese escudo finished little changed against the D-Mark at Esc104.7, from Esc104.6, and Esc105.1 on Friday ahead of the weekend elections which saw a change in government with the Social-

Escudo

Against the D-Mark (escudos per DM)



Source: FT Data

ists winning power. Mr Antonio de Sousa, governor of the central bank, said the new government appeared to have a "clear commitment" to currency stability.

The dollar's rally appeared at least in part to reflect the view that the weekend G7 summit will again see leading industrial nations united

behind the desirability of a stronger dollar.

Not everybody, however, is so sanguine. Mr Carl Weinberg, chief economist at High Frequency Economics in New York, is one who believes that the G7 is a long way removed from the sort of co-operation seen ten years ago with the Plaza Accord. Then, the G5 leaders were politically secure, and presiding over expanding economies. The situation now is very different. "This is no time to expect G7 governments to subordinate national interests to a common global objective," he said.

Mr Weinberg continued: "The BOJ has taken it upon itself to defend the dollar, and they need no resources from the other G7 governments to support it as long as they wish. Our theory is that the BOJ will slide as the BOJ loses incentive to keep it up. Self-serving interests, not the value of the dollar, will drive the discussion at this G7 con-

fab."

One factor which may serve as a countervailing force is the uncertainty in Europe. Some observers believe this could help the dollar, although past experience suggests it is as likely to result in flows into the D-Mark, at the dollar's expense.

In the short term, traders are likely to want to enter the weekend with fairly square positions on the dollar to avoid the risk of falling victim to any central bank initiative arising from the G7.

The Bank of England cleared a £750m daily money market shortage. Three month LIBOR was unchanged at 6% per cent.

Other currencies: The Swiss franc was steady at Sfr1.4393, from Sfr1.4389, and Sfr1.4393, from Sfr1.4389, and Sfr1.4393, from Sfr1.4389.

POUND SPOT FORWARD AGAINST THE POUND

Oct 3	Closing mid-point	Change on Oct 2	Oct 3	Closing mid-point	Change on Oct 2
Europe	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Australia	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Belgium	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Denmark	16.0101	-0.0006	Oct 3	16.0101	-0.0006
France	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Germany	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Greece	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Ireland	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Italy	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Luxembourg	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Netherlands	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Norway	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Portugal	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Spain	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Sweden	16.0101	-0.0006	Oct 3	16.0101	-0.0006
Switzerland	16.0101	-0.0006	Oct 3	16.0101	-0.0006
UK	16.0101	-0.0006	Oct 3	16.0101	-0.0006
USA	16.0101	-0.0006	Oct 3	16.0101	-0.0006

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Oct 3	Closing mid-point	Change on Oct 2	Oct 3	Closing mid-point	Change on Oct 2
Europe	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Australia	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Belgium	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Denmark	10.1288	-0.0006	Oct 3	10.1288	-0.0006
France	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Germany	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Greece	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Ireland	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Italy	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Luxembourg	10.1288	-0.0006	Oct 3	10.1288	-0.0006
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Norway	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Portugal	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Spain	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Sweden	10.1288	-0.0006	Oct 3	10.1288	-0.0006
Switzerland	10.1288	-0.0006	Oct 3	10.1288	-0.0006
UK	10.1288	-0.0006	Oct 3	10.1288	-0.0006
USA	10.1288	-0.0006	Oct 3	10.1288	-0.0006

CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

Oct 3	Oct 2	Oct 1	Oct 3	Oct 2	Oct 1
Belgium	16.0101	16.0101	Oct 3	16.0101	16.0101
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CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

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CROSS RATES AND DERIVATIVES

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CROSS RATES AND DERIVATIVES

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CROSS RATES AND DERIVATIVES

CHEMICALS

ELECTRONIC & ELECTRICAL EQPT - Cont.**EXTRACTIVE INDUSTRIES - Cont.**

HOUSEHOLD GOODS -Contd

INVESTMENT TRUSTS - Cont.

BANKS, RETAIL

DISTRIBUTORS

ENGINEERING

INSURANCE

INVESTMENT TRUSTS

FOOD PRODUCERS

GAS DISTRIBUTION

HEALTH CARE

ENGINEERING, VEHICLES

ELECTRICITY

ELECTRONIC & ELECTRICAL EQPT

EXTRACTIVE INDUSTRIES

HOUSEHOLD GOODS

INV TRUSTS SPLIT CAPITAL



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Multimedia kiosks and videoconferencing are available for customers at the Nationwide Building Society



Carmaker Daewoo uses multimedia kiosks instead of 'pushy' salesmen



The shape of things to come: virtual home shopping with Tesco

FT
ITcomputers in
retailingFT writers examine developments
in retailing.
Among the subjects covered in
this section:Data and voice networks:
ATM is springing to life
Marketing:
Software for executives Page 4Self-scanning:
Supermarkets check it out
Epos systems and terminals:
Microsoft sets the pace Page 5Logistics:
New uses for bar codes
After-sales support:
Key area for innovation Page 6Interactive retailing:
The latest technologies
Virtual shopping:
Waking up to 'cyberspace' Page 7VR and in-store planning:
Multimedia for training
In-store security systems Page 8Multimedia kiosks:
Data warehouses Page 9Smart cards and
electronic money:
Cash in your chips
Back office systems Page 10

Introduction: Information Technology has already transformed retailing, and there is more to come, reports Neil Buckley

The revolution continues

Large retailers now see the re-creation of personal relationships with customers as a source of competitive advantage

Over the past three decades, information technology has transformed retailers' operations. But the revolution is far from over.

Computer control of the warehouse and supply chain, management information systems, bar codes and check-out scanning - all have enabled retailers to increase margins and provide better service and value to customers.

Such technology has underpinned the shift from high-street shops to out-of-town superstores offering vastly bigger ranges, supplied from giant distribution centres controlled by the retailer.

But much of retail IT so far has been employed behind the scenes. Bar code scanning and the larger stores which IT has made possible are the only

Retailers can track exactly what individual, identifiable customers are buying

changes immediately visible to consumers.

Industry specialists expect progress in coming years to be as much in using IT to improve marketing and customer service, and enhance the shopping experience, as in increasing operational efficiency. Retail IT will become something with which shoppers interact directly.

This reflects a broader trend towards "re-personalising" shopping.

Until the 1960s, customers shopped mainly in small stores, where shopkeepers often knew them by name. The trend since has been towards larger formats, standardisation, cost reduction and a dramatic increase in the power of multiple chains.

Retailing has undergone a transition from personal to mass marketing. Large retailers now see the re-creation of personal relationships with customers as a source of competitive advantage.

"Technology is the only thing that can allow you to give personal service in a high-volume environment," says Mr Simon Brown, European retail marketing manager for Microsoft.

One change which shoppers are likely to notice soon is an increase in the number of bits of plastic in their wallets - not credit cards, but loyalty or frequent shopper cards.

Tesco, the British grocery retailer, launched a nationwide loyalty card earlier this year which has 5m members, and IT solutions providers say retailers are currently more interested in loyalty programmes than anything else.

Loyalty cards have a two-fold function. They attract shoppers by offering rewards according to how much they spend.

More importantly, if card and purchasing information are captured at the point of sale, and stored in a database, retailers can track exactly what individual, identifiable customers are buying.

That enables stores to target customers individually with product promotions likely to appeal to them. It helps them to stock more of the things most popular with their highest-spending customers, and ensure these customers are retained.

Even retailers without loyalty cards are seeking to learn more from their Epos or store credit card data.

Applications such as data warehousing and data mining will become increasingly important.

As Ms Kim McNann, president of the commercial services group at EDS in Dallas, puts it: "Retailers have had the opportunity to capture enormous amounts of data, but not all have had the capacity before to turn that data into actionable information."

Eventually, loyalty cards might be developed additionally into payment cards - and the Mondex trial in Swindon, where smart cards are being used to replace cash, has attracted international interest.

"There will be widespread acceptance of smart cards within four or five years," predicts Mr Warwick Morgan, managing director of ICL Retail Systems.

Another change shoppers may notice is a proliferation of multimedia kiosks - touch-screens which use graphics and video clips to provide product information to shoppers, and may also process orders and payments.

They are another way of making shopping fun and, if linked with a loyalty or smart card that was inserted or swiped, could even be used to greet customers by name.

Best Buy, the US electrical chain, last year introduced multimedia kiosks with 1,400 video clips that can be accessed by customers or used by assistants to demonstrate and explain products. Daewoo, the Korean car maker, is using multimedia kiosks instead of "pushy" sales people in its showrooms.

Other in-store technological innovations include electronic shelf-edge labels, enabling retailers to change prices instantly across stores - or entire chains - through radio frequency communications.

Then there is self-scanning by customers using hand-held terminals - already being trialled by Britain's Safeway and the Netherlands' Albert Heijn. IT experts suggest that hand-held scanners could ultimately incorporate automatic payment facilities, and colour screens that would become customers' personal guides around stores.

Replacing bar codes with radio tags, such as ICL Retail Systems' Supertag, could allow shops to "scan" a customer's

Both sides have invested in making their section more responsive

entire basket or trolley of goods simultaneously, without removing them.

Innovation will also be continuing behind the scenes.

Retailers and suppliers are rethinking their relationships, and starting to drop their traditional "adversarial" stance. Both sides have invested heavily in making their section of the supply chain more responsive, and reducing stock tied up in it. But Mr Julian David, retail and distribution business director at IBM, says stores and suppliers now need to co-operate in partnerships.

"If you can look right across the supply chain, from factory to customer, and react to sales data right the way through, there are still savings to be had," he says.

The buzz-words Efficient Consumer Response are becoming a most important initiative among retailers and suppliers, particularly in the US. ECR means sharing sales information, and even forecasts and customer databases, via electronic data interchange, to enable both retailer and supplier to respond more efficiently to purchasing patterns.

Wal-mart, the US discount chain and world's largest retailer, pioneered this

approach with Procter & Gamble, the consumer goods group. Other retailers, including France's Auchan and Pro-modes, Italy's Finascence and Esselunga, and European manufacturers Kronenbourg and Panzani, have followed suit.

The broader trends in retail technology are similar to other sectors: a shift from mainframes towards PC-based and

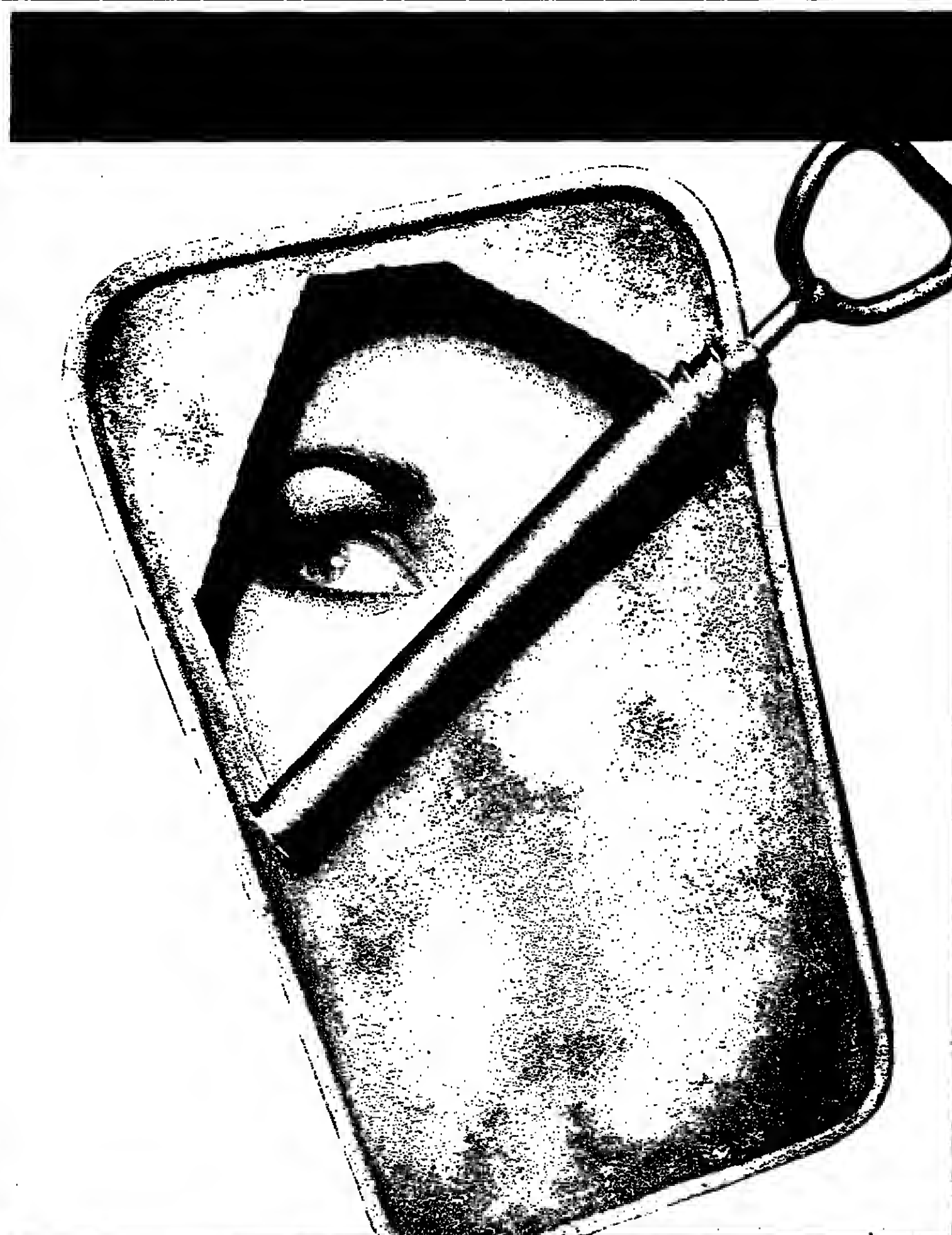
client-server systems; an embrace of industry-standard open systems, and object-oriented technology - IBM, for example, has introduced Store-place, an object-oriented architecture for retailers; and increasing popularity of the Microsoft NT operating system.

Perhaps the most exciting development is that informa-

tion technology is itself becoming a medium for selling goods. TV shopping is a \$2bn-plus industry in the US - although growth has slowed and customers and retailers are waiting for the next stage: interactive TV. Meanwhile, there are more than 100 shopping "malls" on the Internet, and retail sales through on-line networks such as America Online, Prodigy,

CompuServe and Microsoft Network will be several hundred millions dollars this year. The figures are still comparatively small, however, and opinion is divided over what proportion of retail sales electronic shopping will eventually take. The technology can be cumbersome and there are issues to be resolved, such as

security of payments on the Internet, and how home delivery of goods will be paid for. Most observers agree that on-screen retailing will never wipe out the high street, but conventional shops will have to increase their attractiveness to customers - largely by using technology - if they are to fend off the threat.



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4 FT - IT focus: computers in retailing

■ Data and voice networks: ATM is springing to life, says Michael Dempsey

Ace partners pledge £462m for standards

Twelve national telecoms providers have banded together to promote ATM under a pan-European initiative

Momentous shifts in the provision of technology services often occur offstage. The intricate details of telecommunications protocols are one example.

It is very hard to get excited about a method of transmitting voice and data that goes by the name of Asynchronous Transfer Mode. The acronym that denotes this protocol is ATM, which is identical to the standard term for bank cash dispensers, or Automatic Teller Machines. So ATM entered the technical dictionaries with an immediate legacy of confusion.

ATM only springs to life when the enormous sums of money behind its rise are mentioned. Twelve national telecoms providers have banded together to promote ATM under a Pan-European Initiative known as the Ace (Advanced Communications in Europe) 2000 Forum. These partners have committed £462m to establishing standards for the implementation of ATM. This hefty sum soon makes sense when measured against the estimated market for equipment that will tap into the ATM world.

In Europe alone this is predicted to reach \$2.48bn a year by the end of this decade.

Clearly, something important is in the air.

ATM itself is essentially a vehicle for the transmission of digital information in a manner that supports video images and computer data. It translates this information in manageable packets, addressing the problem of congestion and data traffic jams on the emerging information superhighway.

The much-vaunted world of multimedia is looking to ATM as a convenient mechanism. The Ace 2000 Forum is intended to co-ordinate research and avoid the kind of technical disparities that could undo ATM's identity as a common language.

With this kind of momentum, ATM would appear to be an unstoppable force. But not everyone concerned with practical networks in the retail

Thomas Cook has carried out ambitious experiments in multimedia technology

field is howled over by the prospect.

Lesley Mingay's role as development manager for consumer futures at the German-owned travel empire Thomas Cook involves a lot of crystal ball-gazing. Thomas Cook has carried out ambitious experiments in multimedia technology. A series of kiosks operated in tandem with National

Westminster Bank have been used to gauge public reaction to remote purchasing of holidays. But Mingay has some hard questions for the ATM community.

"In theory, ATM would allow us to create a very interactive service. But I want to know how the ATM network providers will change for their service."

Mingay realises that the European PTTs will want to recoup their investment as soon as possible. She points out that ATM was conceived as a service for large companies that would have lines constantly humming with transmissions. "What about the smaller user who won't want to be transmitting that frequently?"

Thomas Cook is participating in a £4m EC-sponsored project to test retail databases distributed via computer networks over wide areas. The Tourism Information Marketing (Tim) system will rely on ATM technology to transmit queries and replies to potential customers.

Information on specific types of accommodation and particular attractions will flow between travel agencies and local tourist boards. The objective is to get the right kind of data to the consumer with a minimum of fuss.

Tourism is a vast business for Europe. But the industry that surrounds that business does not have deep pockets. The travel sector is notorious for narrow margins, with small companies collapsing on a regular basis. Mingay recognises that Thomas Cook's operation



The Nationwide Building Society's interact facility uses BT's PC Videophone and ICL's TeamVision software

is not typical of her sector.

Financial institutions have generous budgets when it comes to IT. Nationwide Building Society has set up a network of eight multimedia branches on the south coast of England. These allow customers to get information on products and services through touch-screen systems.

A video conferencing system is available for direct contact with financial advisers. But when Andersen Consulting approached Nationwide with proposals for this project they advised basing the network on existing ISDN telecoms lines.

A Nationwide spokesman describes the interact branches as "probably the most advanced personal finance system in the world." But systems integrator Andersen was not going to wait for ATM.

The Ace 2000 players should not take their future for granted. For voice and data networks to change the face of retailing they have to boost revenues, not sap tight budgets.

■ Database marketing by Geoff Wheatwright

Clear objectives are important

Once the database has been established, it can also be quite a challenge to get the most out of it

The use of computer databases of information for marketing products for retail organisations is a tricky and exacting business.

According to Glenn Gibson, head of retail services for the UK arm of consulting giant EDS, there are no universal national solutions that can be applied from one country to the next.

The customers and prospects in Britain, for example, are quite different from those in the US, she says.

In the UK, in particular, the issue of using information technology - and particularly databases of customer information to do a marketing job - is one of the last jobs that retailers have taken on during their recent efforts to re-invent themselves.

"The better retailers are good now at managing their manufacturing and have stripped a lot of the costs out of the whole supply chain," she says. "And they have developed good relationships with their key suppliers and are into EDI (electronic data interchange) and the use of electronic catalogues."

"But where they are weaker is around understanding the customer and relating that to the customer's shopping basket."

She says that when retailers do start thinking about using databases of customer information to try and better understand their customers, they often do so without clear objectives in mind.

"You have to keep in mind what you want to achieve on this and get the thinking clear - you don't want to just have a hunch of systems around it," explains Gibson.

In order to achieve this clarity of the corporate mind, however, she says that more than one keen proponent of data-

base marketing must work from inside the company. "You have to make sure that management from several levels within the company are involved - from store operations, marketing and other key areas," advises Gibson.

She also says that collecting information for a database - through customer loyalty programs or the use of EPOS (electronic point-of-sale) terminals - must not interfere with the core activities of the retailer, particularly in supermarket chains.

"You don't want to waste too much time at check-out," she says.

Gibson says that particularly where customer loyalty programs are rolled out as a way to collect data, the plan is rushed and the end-objective of having a useful database of customer information from which to better plan retail operations is lost.

"It is a slower process to get that thinking clear, but it pays off," she concludes. "Some have gone straight into a loyalty scheme but they now worry about the quality of the information they have obtained. You need to think about building the database and not just the scheme itself."

Once the database is established, it can also be a challenge to get the most out of it. Gibson says that communications within an organisation about the value of the database information are vital to its successful use. It is important to make people aware of the value of the data and then do useful things to do with it," she says.

Gibson warns, however, that the flipside to all this is that companies must have a strong and realistic idea of what kinds of "bottom-line" objectives these programs will achieve and then work out what the payback is.

She says that the most successful projects she has been involved in are those where careful and considered financial objectives were a strong part of the development of the database marketing plan.

■ Profile: Director Portfolio

New software for executives

Many organisations require a broad approach which supports senior marketing staff

Traditional marketing software packages concentrate on contact management and lead tracking. While such packages can help build marketing plans, they offer little in the way of day-to-day support for the marketing functions.

For many organisations, the requirement is for a much broader approach which supports senior marketing executives - allowing them to model a number of possible options and base their marketing decisions on a clear view of the future.

"Too many marketing plans end up sitting on shelves. They are never reviewed or revised - or even measured for their success," says Mr Terry Forsey, chairman of Director Portfolio, a marketing software specialist.

"Senior marketing staff need to keep track of their marketing plan on a day-to-day basis and they need the tools to help them do this," he says. "In the past, marketing support software has concentrated on databases of contacts or executive information systems to do their job. But they are not a lot of help in the modern business environment."

Mr Forsey says that while working as a marketing consultant, he became frustrated with the lack of appropriate software to support marketing executives. His company set about building a package which could offer the high level of support.

"Marketing is about creating a good plan, working out the right positioning for the company and keeping track of the plan's success. You need to know what kind of products and services you must offer for your market, decide on pricing strategies and back that up with a promotional plan and what you expect to get out of advertising and public relations activities. It is important to integrate the forecasting and monitoring activities," he explains.

The result was a package called The Marketing Director which his company now sells to a wide range of

organisations to support their marketing activities. "We see our main opportunity in cutting the costs of marketing consultancy. We still take care of the traditional marketing activities such as contact management and lead tracking by setting up databases. But we see it in the context of an overall plan which can be monitored and revised," he says.

Mr Forsey claims that the cost of marketing support can be cut by as much as 50 per cent by using the package. While there is still a need for some level of consultancy, he says that activities such as writing, publishing, forecasting and reviewing the market plan can be handled by the software - thus eliminating the need for expensive consultancy fees.

"You can review the plan month by month and alter it to reflect the success or failure of activities within the plan," he says.

"We have tried to create a package which works the same way that marketing people work. You can develop interactive 'what if' scenarios that let executives develop their assumptions and expectations when conditions change. It may be that, say, a decision to increase the number of sales people in a particular area might need to be balanced by forecasts of demand. The software will show what the likely problems are."

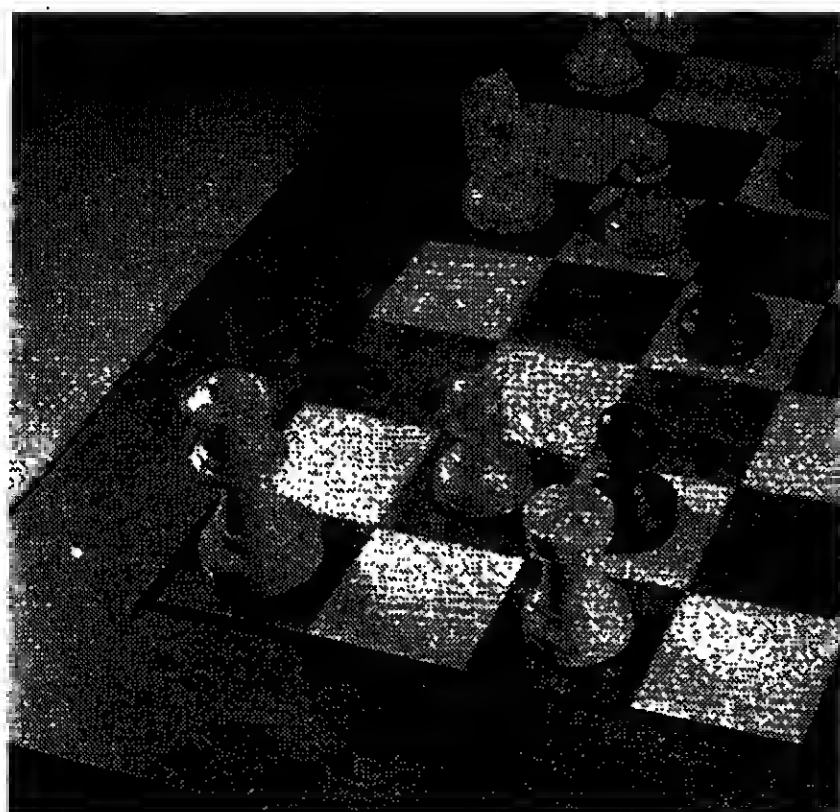
Mr Forsey sees this approach to marketing support software as a significant step forward and makes a comparison with the early accounting systems of 20 years ago and those used by companies today.

"If you go back 20 years, accounting systems would only give you a list of debtors and creditors. Nowadays they can be used pro-actively to control costs and generally improve a company's efficiency. We want to make the same move forward with marketing software."

Director Portfolio's Marketing Director package is already being used by leading IT companies such as Xerox, Microsoft and Bull. It aims to take it to a broader market and bring the benefits of marketing support software to companies across the whole spectrum of commerce.

Philip Manchester

Several Moves Ahead



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US company Symbol Technologies is one of the companies pioneering self-scanning systems for supermarkets

■ Self-scanning: pilot projects are already under way in Britain and the Netherlands – and soon the US, reports Tom Foremski

Supermarkets check out systems

An additional feature of the system is that stores could use it to capture valuable customer data

Allowing shoppers to scan their own purchases at a supermarket check-out might seem to be a shopper's paradise, but supporters of self-scanning say that shoplifting actually declines.

US company Symbol Technologies is one of the companies pioneering self-scanning systems for supermarkets. It is currently involved in several pilot projects in Britain, the Netherlands, and soon, in the US.

Albert Heijn, a leading chain of grocery stores in the Netherlands has been using Symbol Technologies' self-

scanning systems for more than a year. The retailer reports that self-scanning has actually reduced shoplifting losses, and has made check-out faster and more efficient. In addition, customer loyalty has improved.

At Albert Heijn stores, selected customers are issued with an identity card. When they enter a store, they deposit their identity card in a special data reader and they pick up a small hand-held bar code scanner. The device has just three buttons, marked +, -, and a small display. As the shoppers make their selections, they scan the bar code on each item. If they change their minds, they can re-scan the product and subtract it from their total. They can also keep track of how much they have already selected.

Once they are ready to leave, they select a special check-out

lane which either allows them to pay with a swipe of their credit card or they can pay a cashier.

Symbol claims that shoppers are mostly very honest. "Shoppers are subject to random checks," explains a Symbol spokesman. "Depending on how accurate their scanning is, we modify an algorithm which tracks the random checks. An accurate score means that that shopper is less likely to be checked the next time."

But what happens if shoppers consistently forget to scan those big turkeys? "We don't call the police," the spokesman explains. "If shoppers are unable to learn how to scan their purchases, we simply remove their identity card and they return to shopping the normal way."

An additional feature of the self-scanning system is that stores could use it to capture

valuable customer data that would be invaluable to marketing.

"You can imagine identifying a customer that buys a lot of chocolate, for example, and informing them of any special chocolate promotions. Or if you had birth date information you could send out special promotions for their birthday," he points out.

Some shoppers might resent such an intrusion into their buying habits, but Symbol says that customers would be able to block any data collection if they wished.

The company is set to roll out a big pilot programme in the US. The nationwide supermarket chain Finest says it will use the system in its stores.

Self-scanning does not have to be linked to the check-out. Leading US toy retailer Toys R Us uses self-scanners in its

stores to allow customers to check the prices of products. This cuts down on the need to mark prices on every item.

The ultimate self-scanning system would be one that would not require the customer to walk around the store with a small scanner. Customers would simply load their purchases into a trolley and wheel it to a check-out. The cash register would produce an itemised receipt almost instantly.

Such a system can be built today but it is not yet cheap enough to use on low-profit margin products such as groceries. It requires tagging each item with a special chip called a radio frequency ID chip. This literally transmits the price to a special data reader at the check-out. However, each chip costs about \$1. The goal is to reduce the cost to as little as one cent each.

■ Epos systems and terminals: some retailers are beginning to see new benefits, says George Black

Microsoft sets the pace

Back office systems connected to tills offer management big opportunities for improvement

Microsoft has mounted a campaign to extend its already vast software empire into Electronic Point-Of-Sale (Epos) terminals. It is signing up "Microsoft solution providers" to market Epos systems based on its Windows software.

Sales of tills since the late 1980s have been mainly based either on Microsoft's Dos or on older IBM proprietary operating systems. But now some retailers are beginning to see the benefits of systems based on Microsoft Windows, the operating system and graphical user interface which at present dominates the personal computer market.

"We see great benefit from moving to Windows," says Mr Warwick Taylor, marketing manager for the Bolton-based point-of-sale manufacturer Riva Systems.

"Systems with colour screens and graphics based on Windows are very easy to use, which is especially good for part-time staff working in shops and restaurants."

Riva has recently installed Windows-based tills at 98 BT shops. BT is one of the first organisations to instal Windows tills on a big scale in this country. But Mr Taylor thinks that the move from Dos to Windows tills will take place only slowly over a period of years, because the retail trade is traditionally very cautious about investing in information technology.

One of Microsoft's ambitions is that future point-of-sale systems will be run in a client-server structure with Windows 95 superseding Windows 3.1 on tills and Windows NT (New Technology), the more powerful version, on back-office servers.

However, progress in retail information systems does not necessarily depend on installing new Epos terminals.

The important thing is to make better use of the information

which the tills can provide. For staff who provide customer service, Windows may make their jobs easier. But for management, it is the back office systems connected to the tills which offer the big opportunity for improvement.

In a project which is claimed as the first of its kind in the UK, Somerfield, the supermarket chain, is testing with 10 of its leading suppliers a system

The project is perceived as a first step towards 'seamless' supply management

which could allow them to share responsibility for managing inventory in its warehouses.

"Vendor-managed inventory" or "co-managed inventory" is a

concept which has begun to spread from the US to the UK.

Somerfield's plan is to transmit information about consumer demand from IBM and ICL Epos terminals in about 450 stores over a network to a distribution centre which is in charge of replenishing the stores.

Combined with information about marketing and promotion plans to form demand forecasts, it will be sent on to suppliers. They will use the information to generate orders which will be sent to Somerfield for confirmation.

The data will be carried by the Tradanet electronic commerce network service and processed by POS*Intelligence applications software, both operated by GE Information Services.

Ms Kareo Myers, supply chain director for Somerfield, says the pilot project will be completed early next year when a decision will be made on whether to develop the system. The aims are to reduce stock-holding for both the retailer and the supplier and to



Dixons electrical goods retailers have been using Siemens Nixdorf Beetle point-of-sale terminals to enable cashiers to process sales more rapidly

improve the level of product availability to customers.

Mr Mike Trevor, logistics development manager for the household products supplier Reckitt and Colman, hopes

that if the Somerfield trial is successful his company and others will be able to receive

Epos data directly from the tills. He says that the project is a first step towards "seamless"

supply management, in which every sale generates a message relayed to the manufacturer.

"If it works, this will fundamentally change the relationships between retailers and

their suppliers," says Mr Trevor. Other retailers are closely watching the progress of the Somerfield experiment before they decide whether to embark on a similar strategy.

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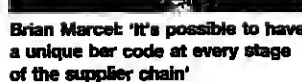
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It is in the area of logistics that the Supertag technology is likely to find its first serious application

vant information. A truck will be able to give an instant account of what it is carrying, with details of the load.

In fact it is in the area of logistics that the Supertag technology, pioneered by UK computer services company ICL, is likely to find its first serious application. ICL's Supertag is currently doing the rounds of Europe in a "road-show" to show retailers what can be done with the latest box of IT tricks.

Supertag's origins lie deep in the mines of South Africa, where it was developed by CSIR in Pretoria to keep track of people rather than goods. It is a simple electronic circuit

containing a unique number encoded on a silicon chip. This acts as an electronic label, enabling 50 objects a second to be scanned, identified, and counted at a range of 4m.

CSIR's research was subsequently acquired by the British Technology group and licensed by ICL for commercialisation. It could well revolutionise everything from supermarket shopping and baggage-handling at airports to more commercial logistic problems such as parcel delivery or the transport of livestock or meat.

This complex history and rich adaptability of just one idea should surprise no-one involved in IT for logistics in

the area of retailing. No other application brings together so many strands of technology.

Logistics have undoubtedly become an integral part of a much broader challenge: supply chain management. The retail sector benefits from the general trend in computing: client server installations, globalisation, packaged software, electronic trading and the trend to integrated, easy-to-use software.

At the same time, retailers have also pushed out the IT frontiers, exploring new areas such as data warehousing for trend spotting and loyalty schemes, geographical information systems, and automatic

data collection. They have pioneered multimedia kiosks, radio frequency scanning, and new bar code techniques.

For example, ICL's basket of experimental goods includes centrally-reprogrammable prices, and dynamic LCD keyboards that can be programmed with words and images.

Bar codes are still the traditional technology, and one yet to be fully exploited. Keeping track of consignments in warehouses should become easier with radio frequency identification (RFID) and widespread adoption of another new bar code technology. PD 417.

The PDF 417 (Portable Data File) is a sort of "multi-story" bar code, which looks like a dappled square. This contains more complex information than the familiar striped bar codes: as many as 2,000 characters in one label - enough to describe an entire shipment. Because of the volume of detailed information it can hold, it is also ideal for asset tracking and management.

"Bar codes are essential if you want to control what you're doing and where things are," says Brian Marcel, managing director of Bar Codes Systems of Kingston. "It's possible to have a unique bar code at every stage of the supplier chain, from raw materials to the supermarket check-out."

■ **After-sales support** can help retailers gain an edge, writes **Philip Manchester**

The advantages of using an after-sales support package such as Expert Advisor go beyond mere operational support

Competition is forcing retailers to innovate and after-sales support is a key area where they can gain an edge over their rivals. Nowhere is this more true than in the technology retail sector where product lines change quickly and need high quality technical support.

Time Computers, part of the Granville Technology Group and the largest direct seller of personal computers in the UK, takes a thousand calls a day at its 50-strong technical support centre. It is using advanced software to cope with the volume which it expects will increase:

"We will have over 100 support staff on board by the end of this year and they need the best tools to help them solve customers' problems quickly."

says Mr Joe Alexander, quality manager at Time Computers. He adds that the PC market is becoming less price-sensitive but that suppliers must be able to give fast and effective support.

Not only does this involve solving hardware problems such as how to connect printer to a PC, it also covers problems with an ever-growing inventory of software: "Since Windows 95 was launched we have been deluged with calls from customers asking for help in installation and how to use the new facilities."

"We needed an after-sales support package which could help our staff meet the demand. It has to be more than a simple telephone logging system - it must help us build up a knowledge base of problems," says Mr Alexander.

Time chose Expert Advisor, a package developed in the US by Software Artistry and dis-

High-tech scanning with a LIS Dos-based integrated scanning RDT

tributed in the UK by Soft Toolrack. Mr Alexander says it is in widespread use in the US and came highly recommended:

mened:

"Consultants Gartner Group rate it as the leading package in the US hut it has only recently come across to the UK. Some companies here are using tha package for internal support but I think we are one of the first to use it to support our customers.

"It is a high end product used by many blue chip companies both for internal and external support. It does not come cheap - our system cost £300,000. But we wanted something which could grow with our company."

Mr Alexander says that Time is doubling in size each year and now has an annual turnover of about £100m. The company currently has 200,000 customer accounts.

The advantages of using an after-sales support package such as Expert Advisor go beyond mere operational support, however. By logging common problems, Mr Alexander says, the company can analyse

the database and change the documentation it gives to its customers when they make their purchase:

"That package gives us a level of customisability so we can examine the database to see what the most common problems are. Around 90 per cent of the calls we get are about the same 20 problems. We can make sure we change our manuals to focus on these and reduce the number of calls in future."

The problems database also highlights some of the misunderstandings which customers have about computer technology - often with a degree of humour.

"We have had customers trying to use a 'mouse' as a foot pedal or pointing it at the screen and expecting it to work. We even had one customer who asked if he could have a bigger 'mouse' mat because he could not reach the whole screen with the one he had. This shows us how important it is not make assumptions about people's level of understanding of the technology," Mr Alexander notes.

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Interactive retailing can take many forms, reports Tom Forenski

Latest technologies

Equipped with a modem and a credit card number, computer users can buy a wide range of products and services

Interactive retailing represents one of the hottest trends in retailing, and also one of its biggest challenges - combining the latest computer technologies with cable, satellite and telephone communications networks.

Interactive retailing can take many forms: from personal computer users linked to on-line services and Internet-based retailers, to multimedia kiosks and interactive home shopping programs over cable and satellite TV networks.

Interactive retailing also includes CD-ROM-based shopping catalogues in which computer users can view high-resolution photographs and short videos of products and make purchases directly from their computer. In the case of software programs, it can also mean the direct delivery of products through telephone or satellite links.

Computer users already have many different choices for interactive retailing. Equipped with a modem and a credit card number, computer users can buy a wide range of products and services from retailers that have set up virtual shop fronts on on-line services such as America Online or on Internet-based World Wide Web sites.

Customers can view pictures of merchandise and place orders. Industry analysts say that this form of retailing is set to take off once security issues are worked out.

"There has been a lot of concern over security issues regarding credit card information sent over the Internet, but there have been few cases of the information being intercepted and fraudulently used," says Adam Schoenfeld, on-line services analyst at US market research company Jupiter Communications. "It's a peace-of-mind issue and customers already have protection in that



ViewPoint is a satellite-based multimedia information network

they are not responsible for unauthorised credit card payments."

In the US, for example, PC owners can browse through CD-ROM disc-based shopping catalogues such as The Merchant which contains 20 mail order catalogues. Apple Computer, America On-line and Medior offer the 2Market CD-ROM disc with electronic links to America Online for collection of orders and shipping information. Test Drive Superstore offers a CD-ROM disc packed with 70 commercial software programs that can be bought directly from the disk by paying for a password.

IBM Software Manufacturing Solutions and Hughes Network Systems is pioneering DirecPC, a way for software retailers and large organisations to buy software by downloading it over high-speed satellite links. And interactive retailing is not limited to larger, more expensive items. US company Peapod is experimenting with on-line grocery shopping. Residents in Chicago and in San Francisco can order groceries through their computers from local supermarkets for home delivery. A special software kit allows shoppers to select grocery items by aisle or alphabetically.

For shoppers without personal computers, interactive multimedia kiosks are an effective technology. These consist of a computer with a touch screen monitor and special

software displaying high-resolution photographs, sound, and video.

South Korean vehicle manufacturer Daewoo has used interactive multimedia systems instead of car salesmen in its UK showrooms. The multimedia systems helped Daewoo record more than £15m worth of sales in their first month of operation.

"These systems have been very successful," says a Daewoo representative. "Customers say they prefer this method of buying cars." Daewoo's multimedia systems also help the company easily capture valuable customer data that can be used for product marketing.

Some retailers hope that the TV will be turned into an interactive shopping system. Home shopping cable TV channels are seen as a precursor to interactive home-based shopping services. While these are still being tested in pilot projects, leading retailers believe it could become a new way to shop, utilising the power of TV with viewer's impulse shopping.

The ultimate interactive shopping technology might be developed with the use of software agents based on Telescript technology from California company General Magic. The software agent could be programmed to look for a specific item but not exceed a set budget. It would then roam on-line networks and check with retailers, negotiating the purchase automatically.

The Internet and virtual shopping offer a relatively untapped market with an attractive demographic profile, writes Paul Taylor

Retailers wake up to 'cyberspace'

Most service suppliers report their subscriptions rising by about 10 per cent a month

Over the past 18 months, retailers on both sides of the Atlantic have woken up to the opportunities posed by "cyberspace" - a fast-growing and relatively untapped market with a particularly attractive demographic profile.

Sales of multimedia home personal computers and modems - devices which allow PCs to communicate over telephone lines - are soaring, giving more and more consumers access to on-line services and the Internet and enabling them to sample interactive electronic retailing.

In the US, more than a third of all households now own a PC and the number is growing at about 35 per cent a year. Although penetration is lower in Europe, growth is also strong. At the same time, in the US and now overseas, more and more home PC users are signing up with on-line information services such as America Online, CompuServe, Prodigy and The Microsoft Network, launched by the US software group along with Windows 95 in August.

To date, most of the estimated 6m subscribers to these services have been in the US. However, in Europe, new on-line services are planned by the Europe Online consortium which includes Pearson, publishers of the Financial Times, and a Bertelsmann-America Online joint venture.

Meanwhile there are an estimated 30m people with access to the Internet - the informal collection of computers and

computer networks spanning the globe. Most of these subscribers gain their Internet access either through a gateway provider such as CompuServe or through dedicated Internet service providers such as UUNET in the US or Unipalm's Pipex subsidiary in the UK.

Estimates of the size and growth of the Internet market vary dramatically, but most service suppliers report their subscriptions rising by about 10 per cent a month.

Goldman Sachs analysts estimated in a report on electronic retailing published earlier this year that the overall on-line and Internet service industry revenues would grow from

CompuServe launched a new electronic shopping centre aimed at UK subscribers

\$1.2bn last year to more than \$4.5bn by 1997, an annual growth rate of 58 per cent.

Much of this growth is expected to come from the commercial on-line services such as CompuServe which pioneered interactive electronic shopping and which runs the Electronic Mall. This service is available to its 2.5m members worldwide and includes services from 130 merchants including Brooks Brothers, Ford, Pontiac and 600 Flowers.

Earlier this year, CompuServe launched a new electronic shopping centre aimed at its UK-based subscribers which includes product offer-

ings from Tesco, Selfridges, Dixons, W.H. Smith, Virgin Megastores, PC World and other stores.

Other interactive on-line shopping services include the Internet Shopping Network which was acquired recently by HSN, the broadcast television retail network operator. Comp-U-card which provides a wide range of membership-based discount services, and eShop, an electronic mall operated by AT&T.

Other companies such as American Express, the travel and financial services group, have teamed up with network operators to launch specialist services. American Express announced in February that it was forming a joint venture with America Online (AOL) to provide extensive travel, shopping and bill-paying services on-line to its 36m cardholders and AOL's 1.6m subscribers.

While the on-line networks provide a relatively user-friendly and secure electronic shopping environment, the phenomenal growth and growing accessibility of the Internet, particularly the graphical-orientated World Wide Web, has also caught retailers' attention.

Using web browser software such as Netscape's Navigator, computer users can easily find their way around the Web by simply using a mouse pointing device to click on hypertext hot links which connect different information pages.

Retailers have begun to tap into this market by establishing their own Web pages, often employing an Internet consultant or service provider to design, build and maintain their pages.

Understandably, computer hardware and software compa-

nies were among the first to begin marketing and selling via the Internet. But the latest converts include mainstream retailers such as J. Sainsbury, the UK-based supermarket group, which launched its Wine Direct service in April.

Wine lovers can order wine for home delivery directly from Sainsbury's Web pages. To overcome security concerns, customers are contacted by telephone and asked to provide credit card details.

The first "virtual electronic shopping malls" are also beginning to appear on the Internet. Among them, Barclays Bank launched its BarclaySquare Internet shopping site earlier this year in conjunction with Interactive Telephony, a service provider based in the Channel Islands. Among the current retailers renting space are Argos, Toys R Us, and Blackwell's bookseller.

Commenting on the launch of BarclaySquare in May, Tony Slater, director of sales and marketing at Barclays Merchant Services, said: "Retailers today are faced with increasingly demanding customers who want to shop at all hours and from all possible locations including from home."

Credit card transactions in BarclaySquare are protected by encryption technology developed by Netscape, together with other security measures. Most industry analysts believe that interactive electronic retailing will only really take off when consumers and retailers have full confidence in on-line security.

There are a wide number of initiatives aimed at overcoming security concerns. These range from specialist secure commercial file servers such as Pipex Worldserver which pro-

vides end-to-end encryption of shoppers' credit cards coupled with on-line secure credit card authentication and clearing.

"Such measures should calm the fears of potential Internet shoppers concerned about unencrypted credit card numbers being intercepted, and those potential Internet vendors unable to trade wholly electronically without a suitable system to authenticate customers' credit card details and process payments," says Pipex. Other initiatives include the Mondex electronic cash card trial which is backed by the National Westminster and Midland banks and is under-way in Swindon.

Once security and other con-

Most analysts forecast a bright future for interactive electronic retailing

cerns - such as the slowness of some communications links - have been overcome, most analysts forecast a bright future for interactive electronic retailing. For example, Kilen & Associates, a US-based firm of analysts, predicts that money transmission via the Internet will expand to more than \$30bn by the year 2005.

Meanwhile, Goldman Sachs analysts estimate that electronic retailing is an industry worth more than \$5bn, mostly in the US. This, they note, "is only a tiny fraction of total retail sales, and so the expansion potential is great."



ICL's ISS300 store management system runs the Central Midlands Co-operative Society's loyalty scheme

Loyalty cards are big business, writes Geoff Wheelwright

A basis for change

Retailers do not always have a clear idea of what business objectives they are fulfilling

All them loyalty cards, customer appreciation schemes or "frequent shopper" schemes; whatever the name, they are big business in the world of modern retailing. Over the past few years, retailers have been falling over one another to implement such schemes - and have used Information Technology tools heavily to do so.

But according to Nick Blake, retail industry marketing manager at Olivetti UK, retailers do not always have a clear idea of what business objectives they are fulfilling by setting up a loyalty card scheme.

He says he sees many retail customers seeking to implement such programmes and that in many cases, they are simply doing it because their competitors have done so and they do not wish to fall behind. "We have seen lots of people wanting to get cards out quickly because their competitors have them," explains Mr Blake. "It has been very much a 'me-too' thing rather than an active strategy to re-engineer the business."

He suggests that far more attention should be paid to the kind of data that is collected about customers through the establishment of the loyalty card scheme and that the intel-

ligent use of this data should form a basis for changes in the way the retailer does business.

Mr Blake observes that many retailers will use the data for either highly-targeted "micro" marketing (for example, if a customer says on their loyalty card application that they have a cat and two dogs, they could be direct-mailed all information about special offers on relevant pet foods) or to take a better "macro" view of the retailer's business.

He warns, however, that micro-marketing using customer data should be approached with caution. "Although in North America it has been quite popular, we think in the UK that this is quite a dangerous thing to do. In the UK, people are very irritated by junk mail," says Mr Blake.

"Retailers in the UK haven't got a lot of experience on this micro-marketing - and the danger is that if they get it wrong, they alienate the consumer base. I think that it is important to get big things right first; find ways to market yourself as a retailer without having to go down to the micro-marketing level."

He says that data from loyalty card schemes can help determine catchment areas for different branches of large retailers, what types of products are bought at what types of branches - and give the retailer a chance to restructure product ranges for different types of localities.

"You can also see what type

of ads work best - and make sure you put the right products in the right store," adds Mr Blake. "They can promote that in the branch and then down the line, when they have experience, they can start targeted campaigns."

He further suggests that sometimes retailers do not need a loyalty campaign to get valuable customer information and target their marketing.

"Lots of work can be done in analysing customer data without capturing it in a loyalty scheme," he says. "There is a whole raft of Epos (Electronic Point Of Sale) data at line item level. With this information, they can take an intelligent view of which types of products are likely to be purchased together - and can synthesise a profile of what kind of customers they have. They can do a cluster analysis to work out where there are correlations with things being bought together. So they can learn quite a lot without specifically investing in a loyalty scheme."

Finally, he warns that many loyalty card schemes are designed to attract customers by either giving them "rewards" through a points scheme that offers them gifts or cash discounts as they collect points.

But if the data collected by the system is not used efficiently, Mr Blake says that you "just end up giving away a whole load of margin - and all you have done is maintain your market."

This page is pure information. It can give you a competitive edge. Unfortunately, it's been organised the same way you organise your information.

If you can retrieve and organise data quicker and more efficiently than your competitors, then you will have the edge. AT&T can offer you truly modular, massively parallel capability. This means you can easily achieve multi-dimensional growth across hardware, database and operating systems. So now you can have unprecedented business investment protection for your company's

make it work. Now, you can retrieve and organise your data quicker and more efficiently than your competitors. Then you will have the edge. AT&T can offer truly modular, massively parallel capability. This means you can easily achieve multi-dimensional growth across hardware, database and operating systems.

8 FT - IT focus: computers in retailing

■ Virtual reality and in-store planning: designers have some new tools, says Philip Manchester

Floor plan with a 3D view

Virtual reality software combines the floor plan and visualisation to give a realistic impression of what it would be like to walk around the finished store

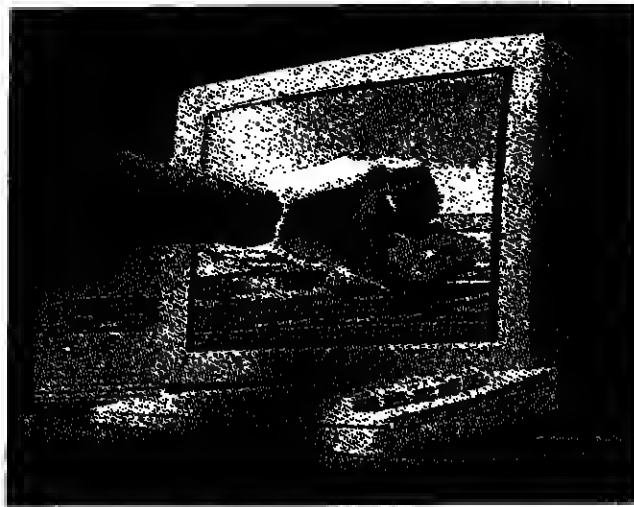
Retailers must take advantage of every angle to attract shoppers into their stores and, once inside, potential purchasers must be attracted by a combination of imaginative layout and appealing displays.

But retailers must also balance visual appeal with sound business sense. Goods must be arranged to encourage buyers to make extra purchases. Placing all the best selling lines at the front of the store could mean there are areas which are not visited and potential sales opportunities missed.

Traditional approaches to store planning based on "plans" give only a two-dimensional (2D) "birds-eye" view of the store. While useful for floor plans, these cannot convey the look and feel of the retail area.

Virtual reality software provides an alternative for planners. They can work on floor layouts and simulate the visual appeal of a retail space. Ideas can be tried out even before the store is built.

"Retailers are obviously looking for an impression of what their premises will look like before they commit themselves. The traditional planogram package like Spaceman or Spacemax is fine for laying



Superscape virtual reality software helps planners try out ideas in 3D

out the store and working out how much room there is between the aisles. But they won't tell you what a range of goods looks like on display," says Mr Nick Blake, retail industries marketing manager at Olivetti UK.

"When it comes to planning fixtures you need a three-dimensional view. Take hanging garments, for example. You need to know what they look like. There are packages like Pegman which can show this - but not in the context of the overall plan."

Mr Blake says that virtual reality software combines the floor plan and visualisation to give a realistic impression of what it would be like to walk around the finished store. Olivetti is working with software company Business Development to tap into a potentially huge market for virtual reality software. Other information

technology companies have also spotted the potential.

Mr Richard Peers, international sales manager at the specialist software company Superscape, says: "Retail is

Mr Peers sees Superscape working alongside traditional Cad packages

one of the most active areas in virtual reality in the UK. We are working with many major retailers - although they are keeping quiet about what they are doing because of the competitive nature of the retail business.

Mr Peers will not be drawn

on specific retailers but notes that "every one of the major food retailers is looking at the potential of virtual reality for planning." He sees products such as his company's Superscape - a general-purpose virtual reality modelling package - as working alongside traditional computer-aided design (Cad) packages.

"Virtual reality does not replace Cad packages. But it can help retail space planners in different ways," he explains. Mr Peers draws analogies with desktop publishing software where designers can experiment and see what a publication might look like without the bother of laying it out in the traditional way.

"It can help in the visualisation process because you don't need the engineering detail that a Cad package needs. This means you can speed up the decision-making process in store design."

Mr Peers adds that Superscape can "export" the final design specification to a traditional Cad package so the required detail can be incorporated in the architectural design.

"It goes further than this. You can also use the virtual reality model to train staff even before the store is opened. Again, this cuts the time taken to open new premises."

The potential for virtual reality does not stop there, however. Mr Peers says that Superscape is experimenting with a system which can accept detail from the point of sale and see which products are moving in the store. "You can actually see what might attract a customer to a display and rearrange the store accordingly."

■ Multimedia for training: the technology promises savings on staff training, writes Philip Manchester

Resolving the dilemma

'Product awareness' training is currently the main use of multimedia in the retail sector

Staff training is a dilemma for retailers. Increasingly complex product ranges and growing competitiveness mean that staff must have more knowledge and skills than previously. But high staff turnover means that training costs must be kept low.

Computer-based training (CBT) and video have helped to resolve the dilemma. Multimedia technology promises further savings on training costs - and even offers the potential to improve the effectiveness of a retail operation: "Corporations have been looking at ways they can save money by using multimedia. Now we are moving to the stage where they want to use multimedia technology to make money," says Mr David Conti, director of marketing communications at the US multimedia software specialist AimTech.

"The same multimedia technology gives a retailer the opportunity to help the customer in addition to training staff. Retailers can cut training

costs by producing multimedia training materials on CD-Rom. And the same material can be used to inform the customer about products," explains Mr Conti.

The advantages of using multimedia for training in a fast-moving retail environment are self-evident. Product specifications change quickly and staff must be constantly retrained to keep ahead of their customers. This kind of "product awareness" training is currently the main use of multimedia in the retail sector.

"The materials can be updated easily and transferred to staff quickly," says Mr David Aldridge, European vice-president of multimedia software company Gold Disk.

"One national chain of shops in the UK updates its multimedia training materials overnight across the network. Video would be too slow. But with networks you can squirt it down the line so it is ready the next morning."

Mr Aldridge acknowledges that this use of multimedia builds on existing approaches to CBT. The multimedia technology provides a faster and more effective delivery medium for training materials. But this is only the beginning. Multimedia can also offer other benefits.



David Aldridge: 'Materials can be transferred to staff quickly'

"We are at the level of year three - coming up to school age, you might say, in terms of the life cycle of the technology. The real breakthrough comes when you bring in interaction between the material and the trainee," he explains.

The US is further ahead in the use of multimedia for retail training and Mr Conti says some companies are already using it for skills training: "We have worked on a project with the motor manufacturer Lexus which is using multimedia to help in car sales. It is a big system, occupying five CD-Roms, and includes customer

service role-playing. You can train people to deal with difficult customers. It explains how a salesperson can still get the sale without giving too much away to the customer."

Mr Conti points to some early success with this approach - which is less intimidating for trainees: "Trainees find it easier to role play with digital video sequences than in an open training session. They feel intimidated if they have to act out a role in front of their peers."

The system used by Lexus offers other advantages. The product awareness material in the multimedia package can be used by the salesman to demonstrate the product range to customers. Multimedia training material, like traditional CBT, can also be used to monitor a trainee's progress. Results can be stored in a database and trainees can work at their own pace.

Mr Conti also notes that the training material can also be used by sales staff when they have spare time: "Many retail operations have slow periods when staff have little to do. The accessibility of the multimedia training package means they can go and refresh their knowledge while they are waiting for customers."

■ In-store security systems: the number of applications is growing, reports Michael Dempsey

Squeezing out extra value

House of Fraser aims to protect its turnover from thieves while making IT and electronic systems investments pay their way

House of Fraser is a £722m retail chain with 82 department stores throughout the UK. Unfortunately this retail empire is attractive to thieves as well as customers.

But the group takes this threat very seriously and recruited Dr Tony Burns-Howell as security director from electrical goods chain Dixons at the beginning of this year. His track record at Dixons involved installing 1,000 sophisticated intruder alarms, yielding a 30 per cent reduction in burglary over two years. Dr Burns-Howell is determined to build on this success.

House of Fraser has invested in high-tech security systems and is learning to squeeze extra value from these assets. For example, the intruder alarms from Integrated Electronic Systems of Maidenhead can count bodies entering the store. During normal business hours this gives managers an ability to monitor peaks and troughs of demand electroni-

cally. Dr Burns-Howell is preparing to go one step further. "By linking this [information] to our computerised tills we can make a crude equation comparing the number of people who entered the store with the number we actually served."

IES supplies dedicated hardware and software that links the people-counting ability of its alarm system to Electronic Point of Sale (Epos) systems. This facility is currently going live, attached to computerised tills and scanners from AT&T's NCR arm.

"We want to make better use of existing technology and we're keen to go beyond sound and movement detectors," says Dr Burns-Howell. The intruder alarms cost up to £3,000 per site. House of Fraser is acquiring a significant enhancement to its customer data from an essential investment in basic security.

Jim Holmes is AT&T's account manager for department stores in the UK where his company has installed £50m worth of equipment. Mr Holmes finds security applications are growing in their scope.

"We can provide security software sitting on a central processor within a network of Epos terminals," he says. He cites one application that will trigger a video camera to zoom in on a till when it is opened



Burns-Howell: 'We want to make better use of existing technology'

using the No Sale button. This can provide photographic evidence of pilfering.

Closed Circuit TV is a familiar concept in retail security. At House of Fraser, Dr Burns-Howell is co-operating with other retailers in order to make CCTV a force to be reckoned with. Members of the British Retail Consortium already maintain picture libraries of convicted thieves acquired via CCTV. Now they are investigating ways of capitalising on this asset via facial recognition techniques based on digitising images.

Dr Burns-Howell is aware that data protection legislation can impinge on such databases. But he is confident that

his information poses no problem for honest customers.

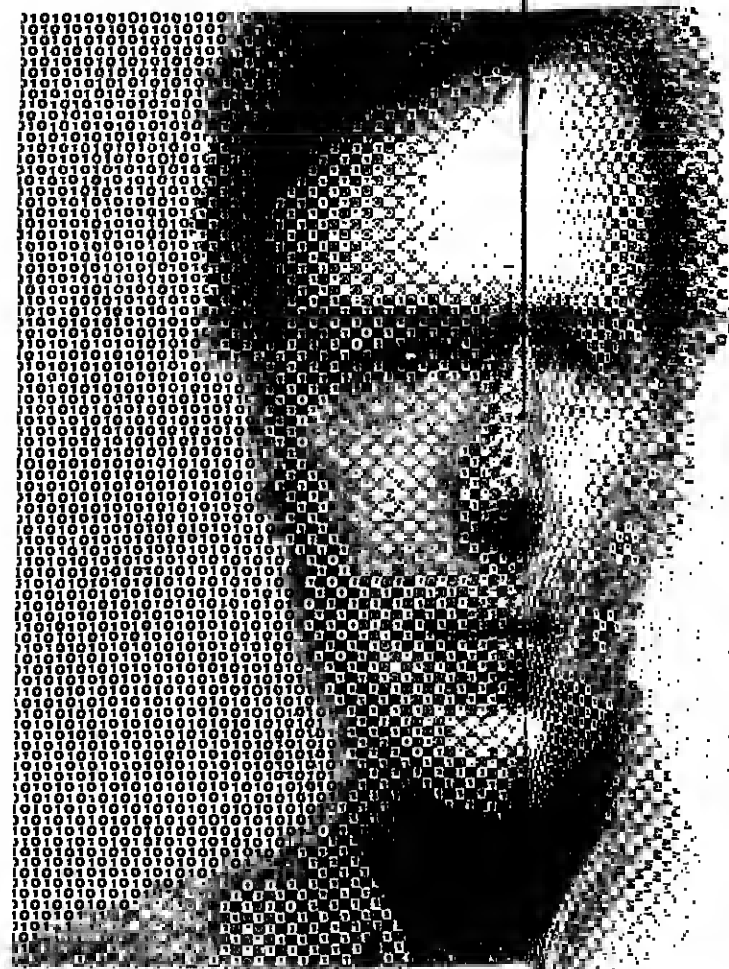
"We think this system will not become a data protection issue because it is a matter of public record that these people have already been convicted of theft. This is crime prevention."

Video-conferencing has been foisted on many companies as a trendy management tool. House of Fraser has found a way to dodge the sales pitch and set up its own network without putting further pressure on the IT budget. The group is just beginning trials of a video-conferencing system that is a logical extension to the CCTV system.

"We're linking it through our internal data networks," Dr Burns-Howell explains. The technical challenge has been to upgrade the 4 frames per second (fps) rate of picture refreshing that is adequate for store surveillance. For human communication, 25 fps is the goal. Dr Burns-Howell thinks it can be done.

House of Fraser aims to protect its turnover from thieves while making IT and electronic systems investments pay their way. IES is involved in extending the CCTV capacity to video-conferencing. Mike Unwin, its group technology director, thinks the House of Fraser approach puts his client "at the forefront" of turning security systems to profitable use.

Your customer data has r
given you a clear picture of y
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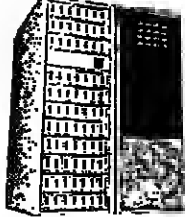


Announcing The Open Parallel For Decision Support

Decision support is one promise of information technology that has never been fully realised. Its aim is to help you uncover trends hidden in your databases, so you can manage information to satisfy customers and compete more vigorously.

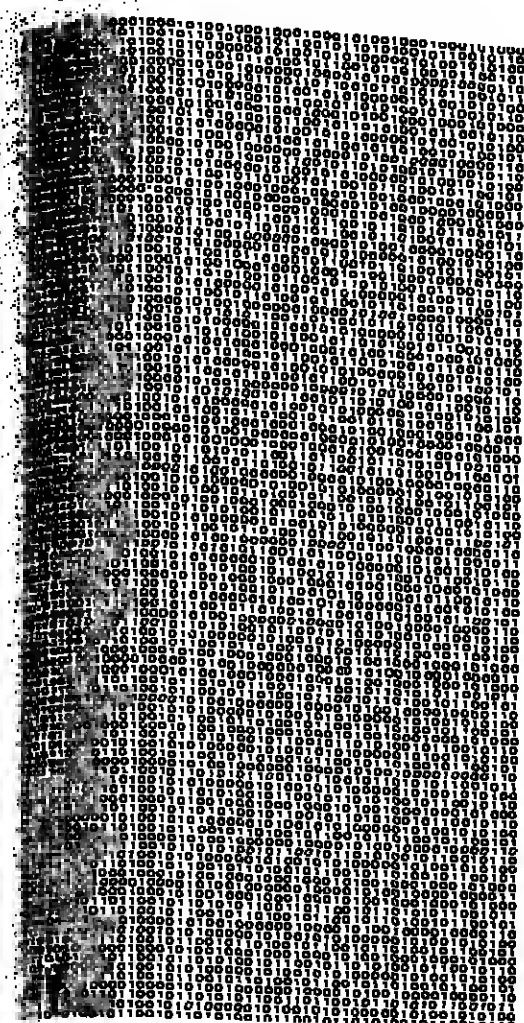
Unfortunately, there's been no practical technology to make largescale decision support possible. Companies that have tried haven't offered much beyond some hardware and a hand-shake. But now, Unisys presents the most comprehensive decision support solution in the industry. It's built around the Open Parallel Unisys Server (OPUS) - a joint Unisys and Intel initiative in scalable

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■ Multimedia kiosks help Daewoo Cars eliminate the fear factor from showrooms, says Joia Shillingford

Customised car sales

Kiosks are used by other companies to sell holidays, home insurance and duty-free goods

When Daewoo Cars wanted to break into the competitive UK car market, it did so by promising that customers would not be "sold to".

Instead of salesman, multimedia kiosks at Daewoo sites enable customers to build up a picture of the car they want and find out about finance.

A multimedia kiosk usually has a multimedia personal computer (PC) built in, but somewhat disguised so that customers do not find it off-putting. Usually, the PC's screen will be the only part of the computer on view and this will be embedded in a free-standing column, desk or booth. Kiosk screens tend to be touch-sensitive so customers simply point to and press the options they want.

Using multimedia (which brings sound and video to the PC) is an extension of Daewoo's whole philosophy, which is to be different from other car manufacturers and to make car-buying a hassle-free experience.

Daewoo Cars, which is a UK subsidiary of Daewoo of Korea - the 33rd largest company in the world - was set up in the UK in 1994. It soon began looking for a way of making it easy for customers to acquire information without talking to anyone unless they wanted to, and multimedia proved to be the best technology on the market.

So when the company began selling cars - in April this year - it installed 200 multimedia systems. Now, when customers go into Daewoo sales outlets (including the 136 Halfords Service sites where its cars can be test-driven), they can retrieve the information they want from a colourful screen. Simply by touching on-screen "buttons," they can define the car they want and see a video image of it, and they can inquire about financing.



Kiosks at Daewoo sites enable customers to picture the car they want

If customers want to take a test drive or ask more questions, they can approach a customer adviser who is not on commission; our advisers won't approach them," says Dorian Leroy, the company's marketing manager.

"We are trying to remove the fear factor - the fear of being pressurised into buying something they don't want or which isn't good value for money," he says.

Daewoo's system cost £300,000 to develop - including input from two London-based consultancies: 1/21 and Julia Schofield Consultants - and has helped to generate car sales of £15m. The hardware it runs on - ICL multimedia Pentium-based PCs connected to printers - costs about £5,000 a unit. The system can be networked or used in stand-alone mode.

The whole project was completed in six months, including a children's version of the system. "Daewoo sells medium-sized family cars ranging from just over £8,000 to just over £12,000, so we wanted to get across a family feel," says Andrew Thompson, information technology director. "In our motor shows in Derby and Rotherham, we have a crèche and a children's area, where kids can use the system designed for them. There are also children's systems in the car centres."

Children can design their own car, for example adding tyres and wheels. If they want to, they can swap standard accessories, such as hub caps, with more bizarre ones such as hub caps with spikes, or cartwheels instead of car wheels.

The feedback from users of both adults and children's systems has been very positive. Mr Thompson says: "We've conducted some exit polls of users of the main system and it has scored over 90 per cent in all areas, including ease of use and satisfaction with what's been displayed."

As well as providing new routes to market, multimedia kiosks are being used to promote goods and services. In the UK, larger company

Carling Black Label has developed the Carling Black Label Shootout, a quiz-type football game based on interactive consoles located in public houses and clubs.

Sometimes multimedia kiosks have videoconferencing links built in. For example, kiosks at some branches of the Nationwide Building Society enable customers to find out about mortgages.

If more information is needed, customers can carry out a videoconference with a member of staff (at a remote site) by pressing the videoconferencing option.

Other uses of kiosks include a Thomas Cook-National Westminster Bank kiosk which can be used to book holidays or buy home insurance, and tax-free kiosks at Heathrow airport, which enable users to buy duty-free goods and have them sent overseas.

The design of the kiosks is very important. At Nationwide each kiosk is like a desk with a screen set into it, so customers can sit down while they are using it. The kiosks are also located in secluded areas of a branch office, such as a corner where customers are not overlooked.

The kiosks were specially designed because research carried out by the Nationwide showed that if a machine looks like a cash dispenser, customers will only be willing to use it for a short time.

Kiosks must also be eye-catching enough to make customers stop and use them. Trade at the duty-free kiosks in Heathrow was slow until a large sign saying "Tax-free shopping" was added.

Joia Shillingford is Associate Editor of the Financial Times newsletter Business Computing Brief

HOT TOPIC Direct marketing helps airline SAS retain valued customers

Rewards for passengers

Roy Barker is in charge of database marketing at the Loyalty Marketing Services arm of US marketing company Carlson. This unit employs 120 people at two sites in the UK and is concerned with exploiting incentive schemes to the full in order to retain valued customers for clients which include Scandinavian carrier SAS and Northwest Airlines.

Barker's primary tool is a £2,000 IBM Thinkpad notebook computer running FastStats, a program supplied by Peterborough company Raymead.

FastStats compresses data from extensive sources, such as company databases, into manageable chunks. It also helps users analyse marketing information. Raymead specialises in this field and sells FastStats for between £1,000 and £12,000, depending on user numbers and configuration.

"Right now I'm running records for an airline client on my Thinkpad," says Barker. "I can assess where types of passenger have flown and pull off profile data, information on the age and economic status of passengers."

The point of this information is that it allows Carlson to intervene promptly on behalf of its clients. "If we see a competitive situation, such as a route launch by a rival, we can react," says Mr Barker.

His job is to work out which prized customers, already enrolled in a frequent flyer programme, are potential defectors to the competition. Their travel patterns indicate whether the new route could prove attractive. The direct marketing operation then has an opportunity to head off this threat. "We can keep those passengers on board by rewarding them."

Mr Barker can target very specific segments of the customer base with precise mail shots. A smart database is the starting point for this operation. But he believes that technology can contribute right down the line.

"You've got to be able to make the customer selection quickly. Then you must have links to laser printers and envelope enclosure facilities so you can get the mail shot out inside 48 hours."

The best marketing information will be let down badly

by delays in getting material to the target sector. So any equipment that accelerates the production process is a worthwhile investment.

The alternative to this precision mail shot is what the marketing world refers to as Tactical Press Work, or TPW. The aim of TPW is to place a newspaper advertisement at short notice. This can boost loyalty by offering discounts, but it has disadvantages, says Mr Barker.

"The competition know what you're doing; it's not discreet. And our method of direct marketing is more cost-effective. You may not need to discount as heavily to deliver the same result."

The SAS frequent flyer programme, EuroBonus, has 720,000 members. El Krimer, the Stockholm-based director of the scheme, stresses that EuroBonus means much more than awarding points to air travellers. Since 1992, SAS has operated an in-house database collating the movements of EuroBonus members and allowing Krimer to direct mailings to different segments of the group, divided into blue, silver and gold categories.

"Before 1992 we didn't really know who the customers were," says Krimer. "Now we can give our customers recognition for their loyalty."

The hub of SAS's intelligence about its own business travellers is a database designed by its own staff. Nothing the software industry had to offer was up to the job, says Krimer.

SAS was confident enough about what it was doing with EuroBonus to protect its commercial ideas and reject any compromise foisted on its marketing department by an external supplier.

The system runs on an IBM AS/400 machine, taking passenger data from across Europe every night. Within 24 hours of a frequent flyer taking off with SAS, the airline's head office knows about that journey.

Krimer is proud of SAS's independence from the IT industry. "Every line in that program is our own. AS/400 technology comes with some tools of its own which we used to write it, but we don't have any standard software on this project."

Michael Dempsey

■ Data warehouses and data mining: can be the key to a competitive advantage, writes George Black

Useful new systems

It will be several years before data warehouses become common in the retail trade. But the signs are that this is a technology which will spread

Leading retailers are beginning to embrace the concept of data warehouses as a key to gaining competitive advantage.

A data warehouse is a means of organising data from diverse sources so that, with the use of new software tools, it can be easily retrieved and analysed by people who are not computer experts.

A similar and complementary technique is being referred to as "data mining."

In the retail trade, such new systems could prove extremely useful to buyers, giving them as much information about past sales as their suppliers have.

In the past much of the information gathered from the tills has not been fully exploited for discovering sales patterns and promoting cross-selling.

Now retailers have realised the potential of data warehouses for rectifying this.

One of the biggest controversies of the computer industry on this issue. Some are taking one route, some the other; some are creating a hybrid solution.

Mr Ted Codd, a leading database authority, has said that relational databases are not well suited to the needs of systems which carry out on-line analytical processing (Olap).

This was widely understood to endorse the claims of new companies selling multi-dimensional database products, particularly Arbor Software, against the more well-established relational databases such as Oracle, CA-Ingres, Sybase and Informix.

Supporters of the multi-dimensional database structure argue that it is best designed to serve on-line analysis of sales across stores and product lines.

If Mr Codd is right, the database market could be opened up to many new software companies with alternative approaches.

The relational database companies are seeking to ensure that they are not outflanked by forming relationships with newer entrants to the market.

Oracle, for example, recently acquired the database products of IRI Software, a pioneer of

Olap technology.

Retailers themselves seem to be adopting a pragmatic stance on this issue. Some are taking one route, some the other; some are creating a hybrid solution.

Sears, the US retailer, has a hybrid data warehouse system covering about 800 stores which combines Informix relational technology with Arbor's Essbase multi-dimensional database.

One of the pioneers of data warehousing techniques was Wal-Mart, the US retailer, which introduced a system to track fashion across the country and maximise its profit by reacting quickly to market changes.

"Most retailers are hoping to gain competitive advantage from data warehousing; Wal-Mart proved it can be done," says Mr Reen Van Marion, industry director for fast-moving consumer goods at Andersen Consulting.

Some of the leading European retailers are now trying to build systems that will do for them what Wal-Mart achieved, he says.

At present only a few of the largest retailers can afford such an investment, which is likely to run into millions of pounds. Besides, it is not just a question of installing new technology but of finding the

expertise, which is in short supply.

That means it will be several years before data warehouses become common in the retail trade. But the signs are that this is a technology which will spread.

Next, the UK clothing store chain, has tested a data warehouse at its Leicester headquarters. It is based on an Informix database running on Sequant servers and uses Olap software from the French company Business Objects. Recently Next decided on an important investment in the system.

Mr David Arncliffe, business development manager, says: "We had extremely positive results from the pilot study. We have succeeded in analysing our cross-selling and have also been able to evaluate the effectiveness of various types of marketing activity on a day-to-day basis."

He says the company's investigation found that no current multi-dimensional database could handle the volumes of data required - 20 gigabytes at present and up to 150 gigabytes within two years.

However, Next is continuing to review both multi-dimensional databases and Olap tools because this area of software technology is evolving rapidly.

10 FT - IT focus: computers in retailing / outsourcing

Smart cards and electronic money: a UK trial attracted worldwide attention, writes Tom Foremski

Digital cash in your chips

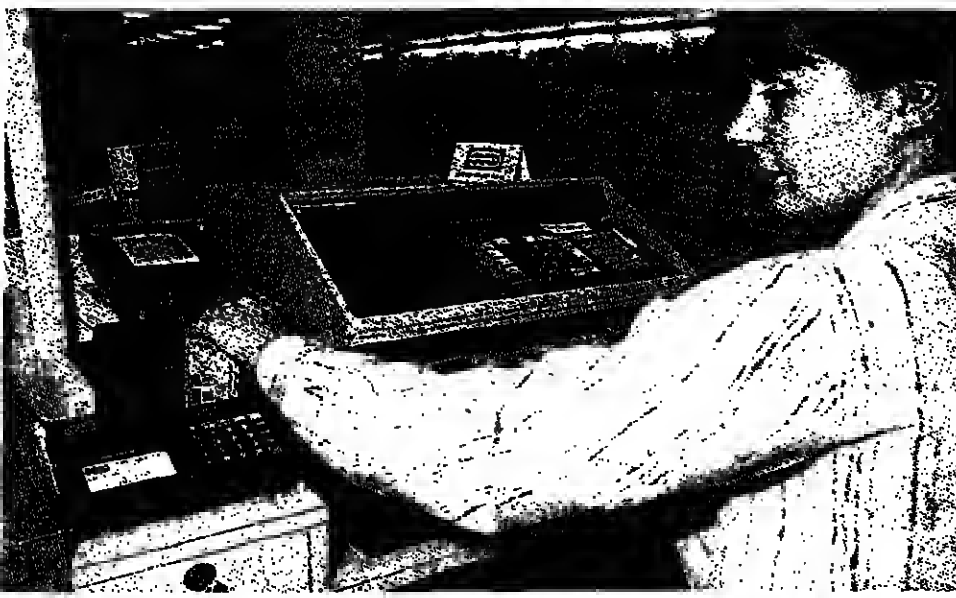
Issues such as money-laundering and evasion of taxes have yet to be dealt with satisfactorily.

From gold coins, to the exchange of electronic bits and bytes, money is evolving into increasingly abstract forms but also into a more efficient medium.

With the development of smart cards, credit card-sized devices containing an electronic chip which can be filled and emptied of its electronic store of digital money, purchasing goods and services can now be accomplished without any visible exchange. Fortunately, as the pilot trials of smart cards have shown, buyers and retailers are able to quickly adapt to this new form of cash.

The largest smart card trial is the Mondex project which began this summer in Swindon, Wiltshire. It is the culmination of five years' work in developing the supporting technology and moving to ever-larger trials. The Swindon trial is organised as a joint venture by the National Westminster and Midland Banks and British Telecommunications and will involve about 40,000 people and as many as 1,000 retailers.

Mondex cardholders use the smart card just like cash. They can use it for small purchases such as a can of soft drink and also for larger purchases, of up to £500. The cards can be recharged with "cash" by inserting them into specially adapted automated teller machines or by using a Mondex telephone which transfers money from a bank account to the user's



The largest smart card trial is the Mondex project which began this summer in Swindon, Wiltshire

card. Mondex also allows users to transfer money from one card to another. "For example, if I want to lend my brother a fiver, I can do that over the telephone," explains David Birch, a director of consulting company Hyperion, which is involved in the Mondex trial.

"Electronic cash will ultimately succeed because it is cheaper and more effective than regular cash," Birch claims. Mondex cards offer some security in that the transactions would be very difficult to trace to a specific user and can also be "locked" so that others can not use the card. In practice, Mr Birch says, few people bother locking their cards but the security feature does provide some peace of mind.

In the Mondex system, retailers are equipped with special card readers that determine

how much cash is contained in the card and which can complete a transaction.

The system has attracted attention around the world with plans for pilot projects in Hong Kong, Canada and San Francisco. The Hongkong and Shanghai Banking Corporation has applied for franchise rights for Far East countries, including Hong Kong, China, India, Indonesia, Macau, the Philippines, Singapore and Thailand.

The Royal Bank of Canada and the Canadian Imperial Bank of Commerce will, together with telephone company Bell Canada, set up a pilot project in early 1996. And Wells Fargo Bank in San Francisco is also planning a small pilot project involving its employees and nearby retailers.

While the Mondex trial shows that smart cards and

electronic cash are practical ways to pay for goods, the future of electronic money is moving from smart cards to a form that can be used easily over computer networks such as the Internet without the need for special cards or readers.

True electronic cash must embody all of the properties that cash currently has, and one of these is anonymity. This can be achieved through the use of powerful encryption technologies in which digital signatures can authorise and verify payments but are almost impossible to trace.

But anonymity and electronic distribution also raise other issues such as money-laundering and evasion of taxes which could be made easier with electronic cash. These issues have yet to be satisfactorily dealt with.

Service level agreements: beware of hidden extras, warns Nuala Moran

Level of service must be defined

Work out exactly what service is required before you approach the suppliers

Service level agreements tell customers what they should be getting from their IT suppliers. But how are they set up, and how do companies ensure they are getting what they pay for?

"Amazing offer. Let us take the pain and strain out of running your computer systems for 20 per cent less than it currently costs you to do it yourself."

Like all offers you cannot refuse, the question this one raises is "Where's the catch?"

The catch, as always, is that there will be hidden extras unless you ensure the price is tied to an agreed service level. This should match what is currently delivered in-house, and be embodied in a service level agreement which is measurable, indisputable and enforceable.

"In other words, companies should define service levels in advance and ask suppliers to bid against service level requirements," says Bob Aylott, head of outsourcing practice at KPMG. "But too often they say come and take it off our hands and we'll talk about service level agreements later."

This way lies trouble. More than a quarter of the 230 organisations surveyed in PA Consulting's 1994 IT Sourcing Survey had had such a bad experience with outsourcing they were taking IT back



Brian Gunn: 'Service level agreements must be flexible'

in-house. Cost escalation and lack of quality of service figured high on the list of reasons.

Working out exactly what service is required before approaching suppliers avoids both these problems, according to Mr Aylott. "You get a better deal financially and it will meet your expectations because the supplier knows what he or she is committed to."

Most companies have some measurements of the service they get from the in-house IT department. While this may be adequate for internal controls, elements such as advice, IT strategy and user-support levels are there by custom and practice and may not be defined.

"You tend to find that companies never had a real idea about the cost of computing because they were not costing all aspects of staff and support costs," says George Ryder, director of Philips Communications and Processing Services, the electronics company's outsourcing division.

Most contracts allow for a verification period in which the supplier has chances to check that the customer's assessment is correct. This is particularly important in government contracts where the bidding process takes a long time.

"Often, when you get to do the work, the information is two to three years out of date and what you inherit is different from the invitation to tender," says Keith Wilson of EDS who works on the Inland Revenue contract.

The service level agreement defines what, where and when. For example: "The customer services application will be running on 24 workstations in the Basingstoke office from 9-5 Monday to Friday."

It should also define quality elements such as response times, or how long it

will take to fix a fault.

Part of the appeal of outsourcing companies is that they can do more with less. But it is a mistake to set a higher service level from a supplier than the in-house team is currently providing. "During the first three months, the supplier will be preoccupied with getting to know you and you should be pleased to see that the service level is preserved," says Mr Aylott.

Service level agreements must form part of the contract signed with outsourcing suppliers for compensation clauses to be legally binding. But while in the absence of any dispute the contract should gather dust, the service level agreement becomes the working document of the relationship. The agreement specifies what compensation should be paid for service failures - which is paid for loss suffered by the customer rather than as a penalty on the supplier.

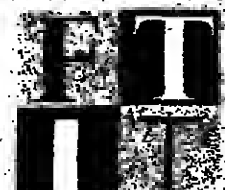
"It may be more potent to go for embarrassment than maximum financial compensation," says Mr Aylott. "One deal said £1 should be paid for a failure but the credit note had to be signed by the chief executive."

To get the best price, customers must define requirements very closely. But this begs the question of what happens when, as it surely will, the business requirement changes or new technology comes on the market.

"The idea is not just to fix certain things in place but to clarify where there is, or ought to be, room for manoeuvre," says Richard Benton, group director of Capita Managed Services.

Brian Gunn of Integris agrees: "Service level agreements must be flexible enough to accommodate minor changes without penalty."

The answer, according to David Morris, IT manager of Wessex Water, is to see service level agreements as a business



outsourcing and facilities management

rather than a technology issue. "I'm not remotely interested in how the computers are running. I'm interested in meeting agreed business objectives."

Tim Foreman, outsourcing manager at Hewlett-Packard, uses this approach: "With a large client server system you could specify thousands of service levels, but if the business objective is to allow the branches to use a particular application, the service level agreement should simply say 'this application available'."

And rather than pouring over piles of monthly statistics on uptime and downtime, tying service levels to business objectives provides customers with a potent way of policing their agreements.

The way to monitor service level agreements is to rely on the perceptions of the end-users, according to David Wheelton of the consultancy UltraComp. "Unless anyone complains the service is available."

Mr Wheelton, who has written a book on service level agreements for the government IT agency, the CTA, points out that if the service is not available for a crucial five minutes it is of no consolation when the supplier claims 99 per cent up time as specified in the service level agreement.

Suppliers, too, are realising that statistics to prove they provided the agreed level of service may not be enough. "This says nothing about how customers feel about you," says Bridget Blow, managing director of ITNet. She is planning to introduce monthly satisfaction surveys to prove ITNet is not just delivering the specified computer power.

Many companies assume that having outsourced IT they can forget about it. But they still need a team in-house to sit between the end-users and the supplier and manage the service level agreement. They also need to keep a team of IT strategists to monitor the supplier's capabilities and assess new technology.

"The service provider needs help from the customer," says Norman Stone, a partner at Anderson Consulting which is now introducing reverse service level agreements, which specify targets the users must meet to support the supplier.

"The whole market is in a learning process about service agreements," says Will Ryan, customer services manager at Cray, a company which specialises in managing communications networks.

"But in the end, the service level agreement has got to be about partnership, not something that is used to beat up the supplier."

Back office systems need point-of-sale links, says Geoff Wheelwright

Front-back functions problem is key issue

It should come as no surprise that Microsoft is busy promoting its own solutions

One key issue for many retailers currently undertaking important investments in personal computer-based information technology is how their "front office" Pos (point-of-sale) terminals and personal computers can be tied in with the "back office" systems that traditionally handle all of the heavy-duty accounting, invoicing, collection and data management functions - and which require use of data collected with the front office systems.

It should come as no surprise that Microsoft is busy promoting its own solutions for bringing front office and back office functions together for retailers. At last May's Retail Solutions 95 show, it exhibited more than 20 different retail solutions using its Microsoft Windows NT-based Microsoft BackOffice technology. And Microsoft was not shy about declaring a major commitment to go after the retail front and back office markets.

"Retailers are under growing pressure to deliver the best possible service to their customers while remaining cost-effective," says Gordon Smillie, Microsoft UK business manager for retail. "They are increasingly recognising the important role which IT can play in helping them achieve

these objectives. We are looking to make Microsoft Windows NT the platform of choice for the retail industry, integrating front-end point-of-sale and interactive multimedia applications with back office systems."

One of Microsoft's star customer accounts in its bid to win retail back office business is the US-based Best Buy retail group. With more than \$3bn in annual revenue for the financial year 1994 - and 28,000 employees - Best Buy claims to be the fastest-growing retailer of name-brand consumer electronics, personal computers, office products, and entertainment software in the US.

The company operates more than 200 stores in the central US and is aggressively moving both east and west with a planned opening of 40 to 50 new stores a year. Best Buy was founded in 1968 as an audio specialty store using a commissioned sales model but in 1989 the company decided that the commissioned sales model - which it termed Centrally-managed, distributed multimedia kiosk system based on Microsoft's BackOffice technology. Best Buy says this means that the company's stores now provide "orders of magnitude more information directly to their customers than was possible before - and that information is more accurate, current and unbiased, and it can be reviewed, revised and distributed virtually at will."

Under Concepts I & II, the customer could ask the salesman to print out the specifications for any product in the store, a process that required time and the interaction of a salesman. Best Buy says it wanted the customer to be able to directly access a wide range of information quickly, including not only text-based specifications and product descriptions but also full-colour graphics and video clips showing product features and operation. The company also wanted to ensure that the information presented at all of their stores was accurate, consistent and current.

To accomplish this, Best Buy settled on a centrally-managed, distributed multimedia system as the solution. The vehicle for implementing it was Microsoft Visual Basic and Visual C++ - which were employed to create a centrally-managed, distributed multimedia kiosk system based on Microsoft's BackOffice technology. Best Buy says this means that the company's stores now provide "orders of magnitude more information directly to their customers than was possible before - and that information is more accurate, current and unbiased, and it can be reviewed, revised and distributed virtually at will."

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Introduction: individual users may get their own systems, says Claire Gooding

Desktop GIS is on the way already

The GIS market is worth \$760m, according to US researcher Dataquest. Last year it grew 15%

You're off on holiday to Greece, a part you've never visited before. So you download a map of the local area onto your PC or PDA over the Internet - not cheap, but worth it - then home in on your destination. You can see how close your accommodation is to the sea; check the transit from the airport; get a list of local restaurants; find the nearest car hire company to your hotel; and figure out the distance to those ancient Greek ruins you want to visit.

Dream on. Geographical Information Systems have not yet arrived as a tool for the masses, but they are well on the road, indeed most elements of this fantasy scenario are already in place.

GIS is moving away from purpose-built giant systems and onto the desktop, even for personal use.

For example, the region of Galicia in northern Spain is providing essential information to new investors through a system called RegionLink, funded by the European Union. In Scotland, another RegionLink project at Grampian's Regional Economic Development Unit is building a total picture of the area, also EU-funded.

Available over the Internet World Wide Web, it will serve tourists, potential investors, retailers and any SME (Small to Medium Enterprises) needing information about the area. That is, non-expert, occasional users, usually wanting to buy or sell something. Marketing is the most obvious application of the new-age GIS.

The GIS market is worth \$760m, according to US researcher Dataquest, and grew 15 per cent last year.

"The GIS world is opening up so fast that the possibilities are limitless," says Richard Green, corporate development director of GIS specialist Smallworld, based in Cambridge. "A huge barrier in the past has been getting data into the systems: it takes a lot of money and effort."

Smallworld is one of the companies involved in RegionLink for SMEs, the others being database supplier Sybase, and systems integrator Systems Synthesis of Bristol. Smallworld is one of Britain's GIS pioneers, whose rapidly-expanding customer base



Richard Green: 'The number of possible users is enormous'



Greg Bradford: 'Big suppliers are trying to move their systems onto PCs'

includes utilities, telecoms companies, and retailers in the UK and across the world, including Mitsubishi in Japan. It has ported its product to run under Windows NT, and developed a desktop version for novice and occasional users, Smallworld View.

"Now the data is there and scanned in, and traditional maps have been digitised: that's a big shift from five years ago," says Mr Green.

"They now represent the most up-to-date information available. The push is now to get that data out round the enterprise, onto every desktop that will find it useful. The number of possible users is enormous, from meter-readers and repair agents on site to the customer service clerk and the strategic planners and marketers."

The thorniest part of building a GIS has always been in creating locational data, teasing the meaning out of existing, sometimes overlapping or contradictory, information.

In the UK, most of the necessary groundwork is now complete, such as accurate, digitised, edge-matched maps from Ordnance Survey.

Companies such as QAS, (Quickaddress Systems, a value-added reseller of the Royal Mail's Postcode Address File, PAF), have made it commonplace to locate an address by postcode.

QAS now sells "bundled" information with its software,

a Find facility which links postcode to a household income dataset, and a Nearest facility, which the Whitbread Group is already using to advise voucher-holders of the nearest restaurant and outlets.

Based on such foundations, "packaged" desktop GIS tools avoid the construction stage by including ready-made sets of data - maps, demographics, census data - and making them extremely easy to use. This is a breakthrough which brings a previously expensive, esoteric application within the reach of small companies and even individuals.

The public domain OLE (Object Linking and Embedding) standards, developed by Intergraph for Microsoft, make mapping a truly desktop application, supporting text and image integration possible within the same document.

One of the new breed of desktop GIS is MapsData, from ADDE, the French arm of US GIS company Urban Sciences International. At \$495, (sold in the UK by Marketwide of Birmingham), it brings a Windows 3.1 entry-level competitor to MapInfo and other higher-level tools, and is targeted specifically at marketing applications.

Like other desktop tools, MapsData cross-references "domestic" databases, (almost any PC standard), by use of the ubiquitous postcode.

The power of GIS systems is analytical: facts suddenly come into focus when represented geographically. Whereas mapping systems simply replicate what appears on a paper map, GIS provides a window on other data that is not itself locational, because it can be used to describe relationships, for example, catchment areas for supermarkets with "drive-times" and incomes.

Consulting work in the siting of retail services has prompted information services company CACI to develop and launch its own low-end GIS, called InSite running on IBM-compatible PCs, and poised for release under Windows 95.

"GISs are changing from large to small users, because of the power of PCs and the operating systems, such as Windows NT," says Greg Bradford, managing director of CACI. "The big suppliers - Smallworld, LaserScan, ESRI, are all trying to move their systems onto PCs."

"We've developed our own proprietary InSite system from scratch because, after a long internal debate, we realised that existing GIS systems were too land-based to suit the types of applications our clients

Geographical Information Systems

FT writers examine the latest developments in GIS. Among the topics covered:

Tools and infrastructure: Global Positioning Systems may offer a way forward in the GIS sector

Sound foundations: The Ordnance Survey and French Cadastre set high standards in map-making

Property surveys: Insurers can now assess the risk of subsidence more accurately

Case studies: Siemens Nixdorf helps the Bavarians map their forests; Database-Marketing Software and Services

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Page 13

needed." At \$20,000, or \$30,000 customised, InSite brings costs down to a tenth of traditional GIS large-project costs.

"InSite is one of the first 32-bit desktop GIS tools, for both Windows 95 and NT. It's exciting technologically, because it's fast, easy to use, and because we've built it to run under Windows 95, and it is integrated with standard desktop office tools, with cut-and-paste facilities for report writing."

Marketing gets its own stream at the AGI's (Association for Geographic Information) annual conference on November 21-23 in Birmingham, bringing together companies such as Sun Alliance, Mercury and BT to address the use of GIS. The conference is chaired by Geoff Kendall, managing director of Dataview Solutions, who sums up the changes in GIS.

"We're taking the technology out of the rooms with the guys in white coats and getting it onto the desktops of business analysts, then spreading it through organisations at all levels," he says.

"The traditional GIS is too complex for the average PC user to use, so we take the 'engine' and give it a different front end, for different purposes. Our view is that the geographical angle is so pervasive that it makes sense to look at data this way. What matters at desktop level is not millimetre accuracy: it's all relationships and trends."

"The real benefit from it is that the information gets unleashed on the business people and they suddenly start to understand their business as never before."

AGI Conference: Tel. Anna Hern +44(0) 1932 252549

CASE STUDY Marks and Spencer uses technology that puts it firmly on the map

Top of the shopping lists

The fact that 75 per cent of all information in circulation has location as a common ingredient ought to place Geographic Information Systems (GIS) at the top of every retailer's shopping list.

Making sense of torrents of Electronic Point of Sale (Epos) data, identifying sites for new stores, defining fuel-efficient delivery routes, profiling customers and analysing consumer trends is, in theory, all in a day's work for software that can help answer the question "Where?"

Such possibilities have not escaped Marks and Spencer, the Manchester-based wholesale cash-and-carry chain which last year acquired the InSite Maps package from CACI. This now captures Epos data in real-time from each of Marks's 25 outlets to gauge customer response to promotional offers.

As part of the analysis, the system employs drivetime software to establish how far customers travel, and from where, to make their purchases, all of which sharpens the marketing focus.

The potential of GIS has not been overlooked by UK

retailer Marks and Spencer - arguably the first retail giant to adopt the technology five years ago - which uses it in support of board-level deliberations that, last year, led to a spend of £350m on new stores. Commercial judgment remains an inescapable element in deciding just where to add to the company's global complement of 638 outlets, but maps and reports generated by the system are now routinely used in the decision-making process.

While the output necessarily appears as a series of options, rather than absolute answers, the ability of GIS to generate alternative "what if?" scenarios can prove highly revealing. Such facilities were recently employed to assess the potential for business in Japan. With the results confirming other indicators, Marks and Spencer cancelled



Electronic Point of Sale equipment at Selfridges. GIS can be used to make sense of the torrents of data

plans to enter this market.

As Mike Fishwick, controller of the company's London-based location research department, notes, the payback on GIS may be notoriously difficult to measure, yet its strategic value is undeniable. "Who can say how much money was saved for investment elsewhere by not going into Japan?" he ventures. Now, into its third generation of GIS from Cambridge-based Laser-Scan, Marks and Spencer utilises GIS in an analytical rather than presentational capacity.

Mr Fishwick elaborates: "We act as 'honest brokers' to the business and let the numbers tell their own story. A map backdrop certainly helps us present complex scenarios in an easily-digestible form, but it is the underlying algorithms that are critical and these have to be evolved over

time." He adds that the ambitious nature of the largely bespoke development has made vendor support critical.

Although GIS was initially employed in a stand-alone capacity, Marks and Spencer realised that its strategic value is as a "window" into information held elsewhere. Links have been put in place over the past year that enable its GIS to draw on 5 gigabytes of sales, marketing, demographic and other corporate data. A dozen different spatial modelling techniques are then applied to evaluate site location possibilities in the UK, France, Germany, Spain and further afield.

Despite the experience of Marks and Spencer, Marks, J. Sainsbury, Asda, Halfords, Woolworth and others with a GIS capability, the technology remains something of an unknown quantity in the

retail sector as a whole.

A paucity of off-the-shelf applications software and retail datasets, high start-up costs, and a shortage of staff with GIS skills have all proved inhibiting factors in the past. But this situation is fast changing, with geodemographic and retail marketing data now readily available from CACI, CCN Marketing, Chas. F. Good and other specialist suppliers.

Functional, if limited, versions of desktop mapping packages from MapInfo and Strategic Mapping are being embedded in such ubiquitous products as Microsoft Office/Excel and Lotus 1-2-3. The belief is that this approach will introduce "geomarketing" to a wider non-specialist audience and, in turn, boost sales of mainstream GIS and mapping software.

Peter Ireland



Kielder Water, Northumbria: Europe's largest man-made lake. Water utilities use IT to help solve distribution problems

Picture: North News and Pictures

CASE STUDY North East Water puts 8,000km of piping on the map

Managing water distribution

The logistical problems of delivering water to consumers were brought into focus this summer in the UK. With one of the hottest and driest summers on record, water supply problems attracted an unusual level of attention.

Unsurprisingly, water utilities see information technology (IT) as an important asset to help them solve supply and distribution problems. Geographical information systems (GIS) are a key area.

North East Water is Britain's largest water-only utility in terms of the geographical area it serves. It supplies water to 1.3m consumers from the Scottish border down to Teeside - an area of 5,000 sq km, ranging from the concentrated industrial and residential regions around Newcastle-upon-Tyne to the remote rural areas of Northumberland.

In 1991, North East Water

decided to install a comprehensive GIS which would map its 8,000km piping network. It enlisted the help of systems integrator Sema Group to install the GIS and tie into its other IT systems.

The utility chose a GIS package called APIC - an advanced software system which runs under the Unix operating system using modern client-server and object-oriented design techniques.

"Before the GIS we relied on a combination of hard copy maps and the knowledge and experience in employees' heads - which was obviously unsatisfactory," explains Mr John Selby, North East Water's IT manager. He adds that the biggest problem encountered when installing the GIS was to collate and enter the mapping data:

"It took us two years to get all the data in - mainly because of the vast geographical area we cover." Now fully installed and

working, the GIS provides invaluable assistance in operational management of the water distribution network.

North East Water's staff can access data on the pipes and the customers rapidly. If there are problems, the GIS's graphical display features allow staff to see exactly where the problems are located.

"We can, for example, look at what we call cut-off management and see immediately which customers will be affected. If we need to shut down part of the network because of an emergency or for maintenance, we can link to the customer system and let our customers know exactly what is going on," says Mr Selby.

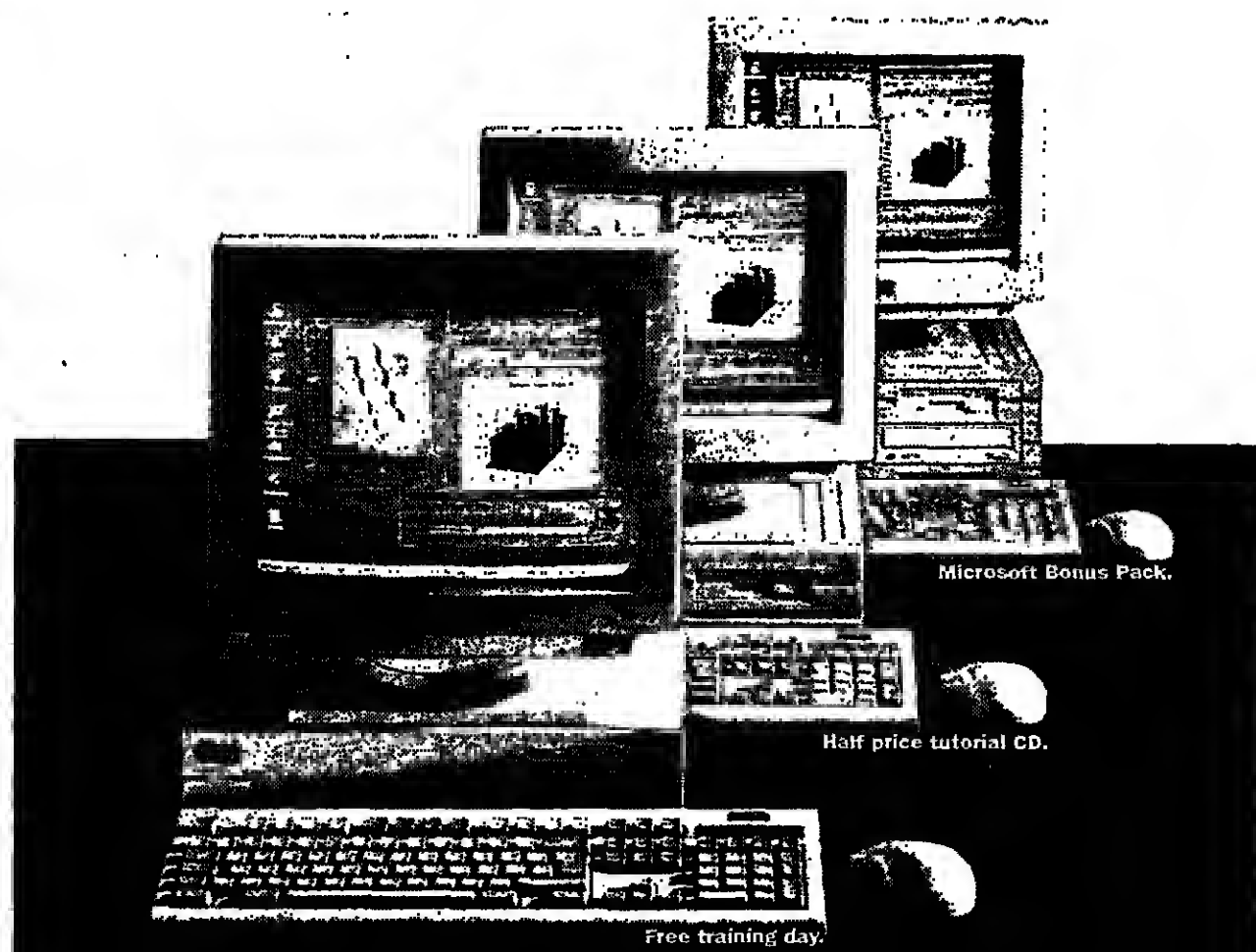
The GIS also links to the utility's capital asset management system - helping to identify hot spots and problem areas in the network. Expenditure and resources

can then be concentrated on these areas.

The GIS also helps North East Water to provide up-to-date information to other utilities such as gas and electricity. The Department of Trade and Industry (DTI) has an initiative called the Street Works Register aimed at getting the utilities to work together on maintenance.

"We meet with the gas and electricity utilities regularly to solve these problems and the GIS gives us the data we need," says Mr Selby. More importantly, North East Water plans to extend the system to help it solve the controversial problem of leakage from the piping network. Furthermore, North East Water's GIS system is rated by the Water Research Council as the most advanced integrated GIS of its kind. This should bring long-term benefits to the company and to its customers.

Philip Manchester



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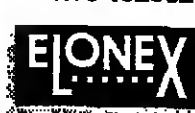


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12 FT - IT directions: geographical information systems

■ Tools and infrastructure: Global Positioning Systems might offer a way forward, writes Claire Gooding

Mapmakers get eye in sky

The industry depends on overlays of knowledge on a common foundation of accurate maps

The Great Wall of China can be seen from outer space, we are told. The good news - or bad news, depending on your view of privacy - is that your car can be seen as well. Accuracy down to one metre is now possible by means of Global Positioning Systems (GPS).

Already widely used in navigation systems - such as those supplied to BMW and other car manufacturers by Trimble Navigation of Sunnyvale, Calif.

ornia, GPS might offer a way forward to the GIS world which is otherwise lost without a map.

Anyone who has seen a GIS at work will appreciate the idea of overlays. Users build up information on a map, taking different views (which may include above and below ground) and pulling together data from different sources to show relationships and their significance.

This principle applies to the GIS industry itself: it depends on overlays of knowledge on a common foundation of accurate maps.

Among the areas already well-mapped are the UK, France, Germany (and parts of their former empires), Scandinavia and Ireland, which has a

sophisticated GIS in Dublin. In the Far East, Singapore and Malaysia, a lot of work has started from scratch in digital mapping. India, too, is beginning to catch up, but African projects are patchy, driven largely by foreign aid.

The drivers elsewhere are military intelligence (US and worldwide), taxation (Italy, Norway and others), navigation, and policing (such as agricultural subsidies in the European Union). Norwegian software house Sysdec, which started in navigation systems, now competes with the GIS giants such as ESRI, Intergraph and Smallworld, and with revenues of \$100m is rated in the top dozen European software houses.

"The supply of digital data is

crucial to the use and the growth of the GIS segment," says John Jamne, chief executive of the Sysdec group.

"The big opportunity is actually outside utilities and in real commerce, but the lack of digitised information is a bottleneck for the wider use of GIS."

Many countries are surveying from scratch because paper maps are too old or not accurate enough. It is an enormous job, complicated by maps of different scales and projections.

Completion will depend on commercial incentives and the extent to which the infrastructure - roads, railways, air services - need geographic information.

Two European consortia, EGT and Tele Atlas are racing to provide the definitive European Digital Road Map (EDRM), down to street level. The effort to manage logistics on a pan-European basis has increased the need for cross-border datasets. Blaupunkt is already providing Bosch's TravelPilot navigation system in its Berlin car radios, using CD-Roms as the source of updatable geographic datasets for navigation throughout and beyond Germany.

National surveys departments have to make the transition from being printing houses for maps to being software and data suppliers. "I foresee the day when it might be possible to call from the

National surveys departments have to make the transition

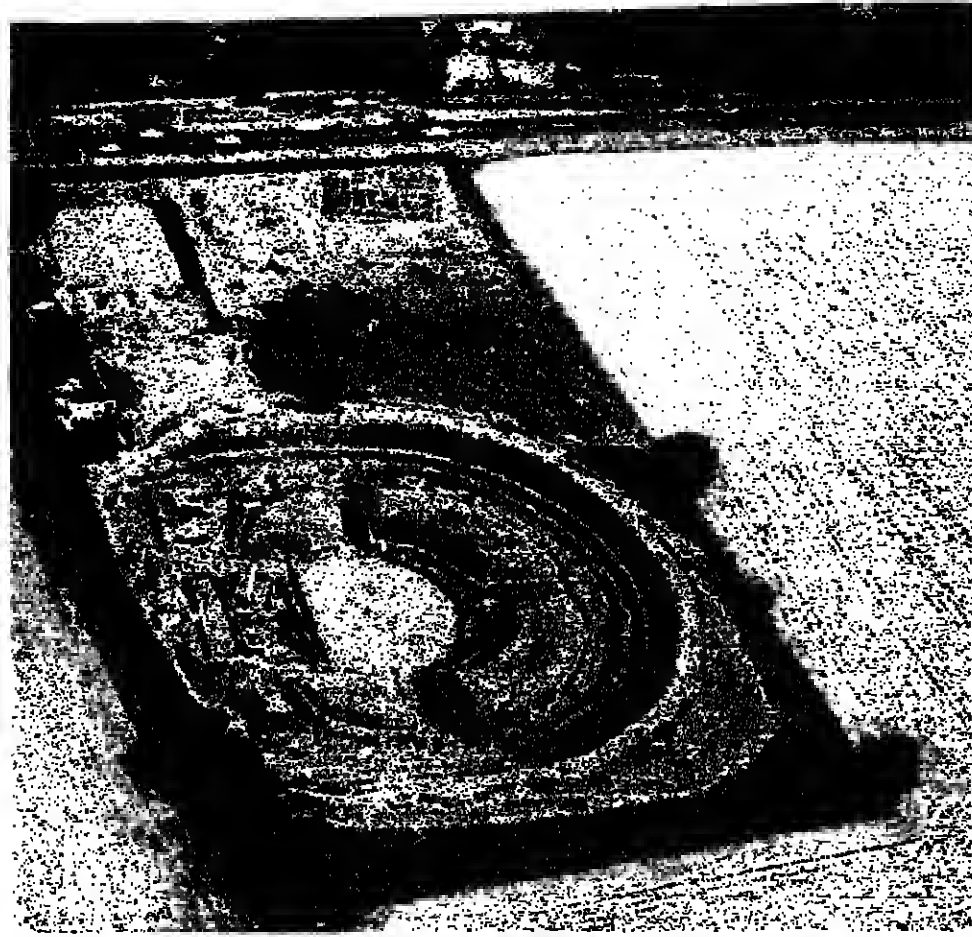
modem via your PC to get a certain area of the country downloaded and charged," adds Mr Jamne.

Pricing is a big issue. Computer services company CACI licenses GIS data on roads from the AA in Britain and from the US government in the US, whose "Tiger File" reproduced every tiny road in the land in 1990.



John Jamne: 'The lack of digitised information is a bottleneck'

"There's a maintenance issue there," says Greg Bradford, managing director at CACI UK. "The UK attitude is to make money but in the US it's seen as public domain and the cost is minimal."



A Roman amphitheatre at St Albans where council planners use GIS to plot and protect archaeological sites

Empires laid some useful foundations

It is unfashionable to praise empires, particularly those of Napoleon and the British. But they did lay some useful foundations for GIS users with Ordnance Survey and the French Cadastre for legal property mapping, writes Claire Gooding.

The problem is that maps are not available worldwide, and where they exist, someone has to be responsible for maintaining them, and charging for them.

The availability of such data may speed the scaling down of GIS from being a "heavyweight" tool for utilities, local authorities and other services.

"The whole industry is divided into three layers," explains Geoff Kendall, chairman of the AGI conference in November, which is for the first time divided into sectors to cater for the different GIS markets.

Mr Kendall is also managing director of Dataview Solutions, a UK and Australian company whose customised GIS solutions use

products from MapInfo software, the leading desktop GIS tool.

"Software comes first, second is maps and information, which includes internal and bought-in external data, and the third we call integration and application development," he says. "This involves tying everything into existing systems and developing a new front end, such as Dataview is doing for Mercury, Daewoo, NatWest and Rimmel."

Applications, too, are layered:

- Traditional large-scale GIS with local authorities and utilities;
- A middle layer aimed at business and enterprise-wide solutions;
- Thirdly, "electronic maps" which provide a map of the world, or basic route-mapping (such as Antoroute) and some basic demographic information.

As business analysis becomes a more important element of GIS, the edges between these layers are



Geoff Kendall, Dataview Solutions chief (right), with MapInfo president Brian Owen: 'The whole industry is divided into three layers'

blurring: Antoroute is adapting to business analysis, MapInfo is adding functionality, and giants such as ArcInfo's Arcview are bringing large-scale tools down to the desktop.

"The AGI is adapting to very different needs of this emerging market, namely analysing business data, simplicity of use, and accessing business data from a wide variety of sources."



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CASE STUDY Development of Madrid University's historical atlas

Easier access to history

Geographical Information Systems usually serve the demands of the present and the future - for example, helping city planners improve the infrastructure of a big conurbation in an industrialised nation or agricultural engineers explore irrigation possibilities in a developing country.

But Madrid University is using modern technology for quite another purpose. Using hardware and software from Siemens Nixdorf, it is compiling an *Atlas Histórico de Madrid*.

In 1986, the University's Documentation Centre began planning an exacting project: an atlas documenting the history of a city which was once capital of an empire which encircled the globe.

The project was led by Professor Virgilio Pinto and Professor Santos Madrazo who not only succeeded in assembling a team to deal

with the documentation, the study and the implementation phases of the project, but were also able to garner support from the public and private bodies.

Siemens Nixdorf, the German computer systems group, already had experience of developing Geographical Information Systems for a number of important cities, and was one of the companies to sign a contract of co-operation with the university.

Virgilio Pinto, professor of history and director of the Documentation Centre, explains the approach taken to the problem: "We broke the project down into several parts, each part representing a self-contained sub-project. These were an historical atlas, a geographical database and finally the production computer-supported encyclopedia."

The historical atlas of

Madrid covers the period from the 15th to the 19th centuries. Its purpose is to document and to analyse the city's development during the millennium. Work on the atlas began in May 1991 and is due to be completed by the end of this year.

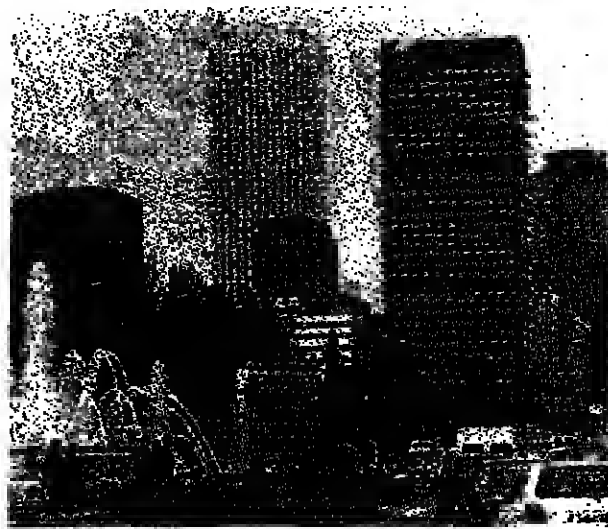
Professor Pinto says: "The historical atlas will illustrate the geography of Madrid and its surrounding area, and the growth and development of the city centre over time as well as its layout. Then, there are other aspects such as population, economic activity, with production and consumption, and social, political and administrative developments. Ultimately, the atlas will include all extant historical monuments, indicate archaeological sites, and also mark the site of cultural monuments which have since vanished."

The project brings together large quantities of highly

diverse data which, when processed, will provide a thematically-organised collection of maps. The result will be published in a 400-page volume documenting the history of Madrid.

An historical database of Madrid and its surrounding region will result from the second sub-project. When complete, the database will contain information about the period from the 12th to the 20th centuries. The text section will contain documents and other historical sources as well as bibliographical references, while the graphics section will consist of reproductions of old and newly-developed maps as well as historical engravings.

The third sub-project will be an encyclopedia of Madrid from the 12th to the 20th centuries, which is to be produced using multimedia technology. The main content will be studies of the social



Madrid GIS is being used to compile the atlas. Picture: Ashley Ashwood

aspects of the city's developments. For example, the encyclopedia will cover changes to the infrastructure and to the local economy but it will also cover other aspects such as intellectual and cultural life, religion, festivals, art and architecture.

For all three parts, the historical atlas, the database and the multimedia encyclopedia, the academics have been faced with the

difficult task of trying to blend different types of data from widely varying sources into a meaningful whole.

The methodology used combines analysis techniques developed for historical research over the past 40 years, together with the latest methods of spatial analysis which are typical for Geographical Information Systems and requires a relatively large team.

About 40 people are working on the project. Besides Prof Pinto and Prof Madrazo and a third academic member of staff, two project managers, a technician, and three co-ordinators for the areas of cartography, society and picture archiving form the nucleus of the team.

Four Documentation Centre staff are concerned chiefly with the data-processing systems while another 25 colleges - including archaeologists, architects, geographers and historians - collect data and prepare texts for entry.

Siemens Nixdorf has provided the data processing system for the Documentation Centre including a powerful RW-3200 workstation and two networked PCD 4Gsx computers.

The graphic data is stored and managed by the Sisd-Digsys program, while Informix On-line with an SQL module for retrieving and updating data, handles the database. An additional 4GL module is used for developing applications. Eventually the data will be stored on CD-Rom.

Once complete, researchers

from various academic disciplines will be able to access a database structured according to scholarly criteria. The atlas, the database and the encyclopedia will also aid local and regional authorities in city planning or historical preservation, for example.

The historical atlas will also provide a new way of exploring the history of the city and the region which surrounds it. Amateur historians, pupils, teachers, and others interested in the history and development of Madrid will be able to produce a vivid picture for themselves of times gone by.

Carlos Ochoa, director of the Centre for Geo-systems at Siemens Nixdorf in Spain, believes the project could be copied elsewhere. "The experience we have gained working with the team from the university is transferable to other European cities," he says. "Data processing may not rewrite history but, as Madrid illustrates, it can make history more quickly, more easily, and more attractively accessible."

Paul Taylor

CASE STUDY GIS-based data mining and prospecting

The heart of the issue

A Geographical Information System or GIS can flash up an address in an instant, but for financial institutions information is of little value in itself. The sheer volume of data acquired by the financial sector places the emphasis firmly on interpretation of information.

In the UK insurance sector some 64 per cent of companies are currently changing their data management systems. This figure comes from research sponsored by IBM, which has cut to the heart of this issue with a new unit, operating from its Hursley Park research laboratory. Database Marketing Software and Services (DMSS) assimilates and interprets data from insurers. The raw

DMSS is now engaged in a relatively new branch of computer science called Data Mining

product can be a database containing details of a million customers.

What DMSS is engaged in is a relatively new branch of computer science called Data Mining or Database Prospecting. IBM will sell software that contains sophisticated algorithms written to trawl through

bewildering fields of data or hire out the program and associated expertise.

A straightforward DMSS project might cost a client £50,000. In its first 12 months of business, DMSS has conducted \$5m worth of business in the US and Europe.

Human skills lie at the heart of this operation says Sam Manning, an IBM marketing systems expert. "We decided to keep DMSS in the UK because it has acquired incredibly productive dedicated specialists." IBM is very keen to retain such skills, adds Mr Manning.

Malcolm Leith is a consultant specialising in financial systems and GIS at management consultants KPMG. He sees the world of data mining as complementary to GIS technology.

"If you look at all the data in an organisation like a bank or a building society it's usually name or address-related. So if you're assessing a car insurance risk you can place that against their figures, locational data such as property values and then put in socio-economic data."

This latter type of information tends to be bought in from marketing database specialists who make their living by gleaning facts about consumers' lives from sales statistics.

Mr Leith sees the matching of GIS data with database



Malcolm Leith: 'GIS makes the data you've got come alive'

prospecting as a useful way of illustrating risk factors. "You can illustrate the level of exposure ranged in terms of age and income against postcode areas."

But the financial sector is not concerned exclusively with isolating bad risks and finding reasons to turn down applications. "There is a positive side to this. If your institution has a product and wants to target a specific economic group it's possible to pinpoint the concentrations of those people. With access to figures on what these people spend every year on clothing or electronic goods, the database investigation should produce a list of addresses."

The idea of a GIS is inevitably focused on the

visual image of a map. But in Mr Leith's experience financial institutions hold address-related data that is presented in text form. The GIS is the component that "makes the data you've got come alive."

Mr Leith believes the UK financial sector now has a grand opportunity to exploit the GIS-data mining potential.

The recent merger of the Halifax and Leeds Building Societies created the third-largest retail bank in Britain. Other societies are rumoured to be on the verge of mergers. Integrating separate branch structures is a vital issue.

This trend makes these technologies "a red-hot system right now for building societies," says Mr Leith.

He is discreet about KPMG's client list in this sector, but notes: "I imagine they are employing GIS techniques to predict the outcome of branch closures."

Combining customer data with a computer picture of the branch distribution is not just about deciding which offices to close. "You can look at the combinations. Some building societies will discover it's time to open a branch in a better location."

That location already exists, but it's locked away in spools of computer data. Digging into that information and laying it over proven GIS technology offers a way ahead in a competitive sector.

Michael Dempsey

Property and subsidence surveys: insurers can now assess risks more accurately, says Nuala Moran

When the earth moves

A geographical information system developed at Cranfield University is now available commercially

The record-breaking summer of 1995 may now be little more than a warm memory but there is a legacy to come for householders and insurance companies in the shape of subsidence.

A geographical information system developed at Cranfield University and now available commercially will not make the cracks go away but it does open the way for making precise calculations of risk.

One insurance company, Independent Insurance of Sale, Cheshire, plans to use the system to undercut rivals on the Isle of Wight which use broader-based assessments that rate parts of the island as being at high risk of subsidence when there are in fact pockets where the risk is extremely low.

Subsidence is caused when clay soils lose moisture and shrink in the summer. This

puts stress on buildings and causes cracking. Recent hot summers have made subsidence a preoccupation of insurers. Dry weather to 1989 and 1990 pushed claims up sevenfold: in 1991 insurers paid out £540m to repair damage caused by subsidence. Even claims for the wetter 1991 reached £260m.

The rise in claims led insurance companies to introduce excesses of as much as £2,000 and to bring in a rating system, based on post codes, for buildings at risk of subsidence.

The issue for householders is that many are being rated for subsidence risk when their homes are on sandy soils.

For example, the Milton Keynes and the Guildford postal areas are assessed as being on clay soils, but some parts are sandy and there is no risk of subsidence, according to Dr Bob Jones at the Soil Survey and Land Research Centre at Cranfield where Insure (Information System for Underground Risk Evaluation) was developed.

Insure is based on the most detailed survey of soils in England and Wales - data for which clay soils are to be added - classifying every hectare into

one of 720 soil types. Not all clay soils shrink, and those that do only shrink when they suffer a net moisture loss because vegetation draws away more water than is gained from rainfall.

Cracks in buildings can also be due to heave - caused when moisture levels rise and clay soils expand. Because the soil survey was originally intended to provide a guide to farmers as to what plants would thrive where, it also contains detailed information on average soil moisture deficits in different parts of the country.

The degree of detail allows insurers to assess risk at individual post-code level; groups of about 15 houses.

This makes rating for subsidence more equitable and could be used to competitive advantage to correctly rate bits of the market. "Leaving companies that don't react with a load of bad risk," said Chris Vennell, founder director of Vennell, the company which markets Insure.

Mr Vennell is in talks with surveyors' professional bodies aimed at establishing a service whereby every property survey would include an Insure

assessment of subsidence risk. He believes this could have the same sort of effect on property prices as the discovery that certain cars (the so-called "Hot Hatch" types) are more likely to be stolen than other models. This led to far higher insurance charges for these vehicles and has undermined their second-hand value.

Mr Vennell branched out to set up Vennell after Cranfield university approached Digital, his employer at the time and on whose computers the system was developed, to see if it wanted to sell Insure.

Digital was in the process of making its insurance sales team redundant and Mr Vennell decided to take up the offer alone. Insure is developed on Apic Systems' GIS which means it can also be used to assess other perils. For example, flood claims or crime statistics can be factored in to give a very precise assessment of overall risk for an individual property.

"The Insure system can be developed to provide a balanced assessment of all risks, allowing companies to price their policies accordingly," said Mr Vennell.

CASE STUDY Siemens Nixdorf helps the Bavarians map their forests

A path through the woods

Every 10 years, Bavarian forestry officials make an "inventory" of the state-owned forests. This calls for the surveying of 850,000ha of forest, or 10 per cent of the total area of Bavaria, the largest of the German Länder.

The task involves a lot more than simply counting trees. A wealth of information is required to make efficient and ecologically sound use of wood as a raw material.

To be able to control what is actually happening at a local level, officials at the local forestry offices, at the regional and central headquarters, as well as in the Bavarian Ministry of Food, Agriculture and Forestry, need to know what is going on in the forestry districts.

Which areas are being fenced, felled or planted? What measures have been taken in the past and how successful were they?

There are several series of special-purpose forest maps that reveal the current state of the forests of Bavaria.

Operations maps, for example, provide information about the type of forestry use to which the land is put; forest function maps show the infrastructural functions of the district; site maps provide information on soil conditions and possible options of tree types. Forest overview maps document property ownership details.

The responsibility in Bavaria for producing and updating these maps on a regular basis falls to the six

regional forestry offices, and their Munich headquarters.

Mr Gerhard Schreyer, head of the Forest Management, Rationalisation and Data Processing department in Bavaria, says: "We have the task of co-ordinating and harmonising the various forestry functions."

"We strive to use wood as intensively as possible as a raw material and yet preserve and protect the forest in its

The system enables maps to be produced and updated far more quickly than before

substance. Accurate maps and suitable options for evaluating the information they contain are absolutely essential for this task."

In order to simplify the work of forestry officials and to facilitate the evaluation of existing information, the standard maps are now being converted into digital data format with the aid of the Sisd-Forst Geographical Information System.

This system enables maps to be produced and updated far more quickly than before. Previously, every re-evaluation required a new map to be drawn by the cartographers. Using the GIS software, this is no longer the case.

Questions such as: "What proportion of the forest is growing in locations particularly exposed to the wind?" or "What area is available in a particular region for the production of oak veneers?" could only be answered quickly and reliably after studying the cross-section of different maps.

But by employing the Sisd-Forst "overlay" technique, the different types of map can be overlaid and studied simultaneously.

"With the Sisd system we hope to operate considerably more efficiently and quickly in future and - despite the greater demands - without expanding the existing workforce," says Mr Schreyer.

"The manual generation of maps was simply too rigid a process. Additional information often could only be extracted from lists with difficulty, and then it was not possible to integrate this into maps."

"Sisd enables the existing geographical information to be used much more intensively," says Mr Schreyer. "And we are now equipped for types of evaluation that we have not yet even thought of."

The path to the digital forest maps was by no means a straightforward one. "Before we could present Forst-GIS to the forestry authorities as a part of our tender, we first had to assemble the appropriate tools from the existing Sisd toolbox," says Wolfgang

Hesse, project manager at Siemens Nixdorf.

He was involved in the development of Sisd-Forst from the start.

"Each bidder had to process maps for particular forestry offices."

"This was to ensure that staff at the main forestry offices - mainly qualified cartographers - would be able to use the new system without excessive amounts of data processing training."

"When the decision was finally made in favour of Siemens Nixdorf, it was a matter of expanding by the deadline set for the end of 1992, the data model and the functionality of the application."

"The basis for this was the development work already carried out for the four standard types of map."

Since the end of 1993, with the test phase at the Cartographic Institute completed, first editions of all four types of map - forestry operation, forest function, site and overview - have been available in digital form.

The data model is complete, and the system is currently being introduced in the six main forestry offices and in the Bavarian State Institute for Woodland and Forestry.

Forestry officials are already busy planning and implementing the next phases, which will include, for example, integration of spot-check maps into the system.

Paul Taylor

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VR companies by Gary Mead

Pioneers take diverse courses

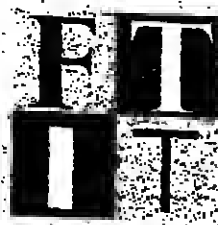
The VR industry seems likely to follow in the footsteps of the computer industry as a whole

The three quoted UK companies involved in virtual reality - Division, Superscape VR and Virtuality - have each taken rather different approaches to the business, so far following a horse-for-courses strategy rather than trying to cover all the bases.

Division, based in Bristol and with strong R&D links to the University of North Carolina and having recently formed a strategic alliance with Hewlett-Packard, specialises in design automation, computer-based training and has started to nibble at entertainment. In conjunction with Virtual World Entertainment, Division says its ambition is to "establish a software standard in VR, so that users and third party developers can start to interchange software." Division is placed at the upper end of the market, at least in terms of price: its high-performance systems range from between \$50,000 to more than \$1m.

Superscape VR, based in Hook, Hampshire, is a predominantly non-immersive VR software specialist providing tools compatible with IBM-compatible PCs based on Intel 486 or Pentium chips. Its primary product is Superscape VRT, enabling existing data to be converted into a format suitable for the creation of an equivalent VR world. It aims to provide low-cost access into VR - the basic desktop software costs less than \$3,500 - for anyone who needs to create a model of a three-dimensional world.

Virtuality, based in Leicester, has focused on building the hardware and software for immersive VR entertainment systems, to be found in arcades. Virtuality's systems are probably beyond the reach of the average 12-year-old's pocket money; the current price for such an arcade-based



virtual reality

Virtuality system is \$33,000.

But the company also plans to bring immersive VR games into the home. In March this year it signed a deal with Atari, the US video games company, to develop software for Atari's new 64-bit Jaguar games console. It is thought that by this time next year such immersive VR games will already be on the market, priced very competitively to tackle the flat-screen games consoles already well established.

Virtuality has also signalled its interest in expanding beyond the games market; with IBM it has developed Project Elysium, a range of fully-immersive systems based on IBM's PCs, and aimed at a broad range of professional users as well as developers of games software. The Elysium IVR 3 still does not come cheap, at \$50,000 for starters. Given this is still pioneer territory, what's the future for these, and the plethora of unquoted companies in the market? Pierre duPont, Division's marketing director, has this to say: "The VR industry will follow in the footsteps of the computer industry as a whole. Computers used to be big expensive things. Then thresholds such as price and quality were passed and everyone began using them. Someday, VR will be something every PC will come with."

Given the wide range of corporate and individual clients each of these three companies have on their books, and the various analysts' forecasts about future growth, duPont's view is probably spot on.



BT engineers are developing a desktop VR system that provides a tool for observing and interacting with a 3D model of the network

into the future by Professor Peter Cochrane

N-dimensional world offers greater clarity

"This may be the tool we have been looking for - instant education and understanding - just in time"

For many engineers, designers, scientists and medics, VR has already become a mainstream technology. Much of it is a far cry from the popular hype and vision of head-mounted displays and gloves seen in the games environment. It is far more pragmatic.

Screen-based VR now dominates by virtue of the fact that it is readily available, easy to use and realises great benefit. Today, engineering design is probably the dominant application area with medicine a very close second.

Designing all but the most simple artefacts on paper has had its day. Moving to the N-dimensional world of VR adds greater clarity and understanding - and, more importantly, great savings are to be had. The need to drastically shorten time to market, and get products right first time, has brought this technology to the fore.

Producing anything from a mobile phone through to a car or an airline terminal can see savings of more than 30 per cent in time and money through the use of VR.

Similar savings can also be realised in process design where logistics and components are critical factors in production flow and control. Visualising the final design in full (virtual) operation is a vital step in getting it right, but without the expense of an actual build.

All the best organisations are deep into this area as a matter of course. It is no longer a laboratory toy; it is an essential tool.

Medical applications are developing rapidly with everything from body fly-throughs to operation simulations and animations. But in this area, along with many others, it is the mixing of the real and virtual worlds where the greatest advantage probably lies.

Combining Telepresence and VR allows surgeons the benefit of a real world view augmented by computer-generated simulations. In recent trials, surgeons have been able to "stand one inside the other" at a distance to experience new surgical techniques for the first time, or receive reassurance during a first-time solo operation.

This technology is equally applicable to the repair of a PC, jet engine or heating plant. It offers a new and alternative approach to education - a met-

aphoric guide on the inside. Managing a modern company can be like flying a Boeing 747 airliner with 100-fold the instrumentation that is actually necessary.

It is not uncommon to be data-rich and information-poor. You can see the temperature of the toilet seats, but your attitude and heading is anybody's guess! Here, VR has a very big, and largely unrecognised, part to play. It is ideally suited to the representation of highly complex and data-rich situations.

Beneath this very thin veneer of civilisation we are natural hunters. One of our primary skills is visual correlation. We did not evolve the skills for gazing at spread sheets. But put data into an N-dimensional VR field and the results are stunning.

Experiments have seen board members digest 20Gbyte of information in 20 seconds - and understand a complex situation for the first time. This is more than the entire contents of the Encyclopaedia Britannica. The trick: animated graphics - not spread sheets and static 2D graphs, but moving, interactive 3D colour. VR also offers significant potential for the teaching of science, mathematics and many other topics. It is principally a medium for direct experience and soon we will have the ability to step inside the atom or the molecule, fly a proton and experience fission, rather than just gaze at a set of complex equations.

For the first time we will see and feel the binding energies in the alignment process of a long-chain molecule while simultaneously viewing the equations and associated graphical information. For many well understood systems and situations we can already view and handle mathematical functions and models in a new way. They no longer have to be frozen in time and space by the limitation of the paper page, but can be alive with N-dimensional interactivity.

It is interesting to reflect that only 50 years ago, classes at schools and universities were commonly augmented by practical demonstrations on a laboratory bench that may still be in the front row today. Effectively, that was Virtual Reality 50 years ago: you just sat and watched someone else do it. Today, much more can be done on the screen by everyone. It may be the tool we have been looking for - instant education and understanding - just in time. The question is - will anyone be in the real classroom - or will it all go virtual?

The author works for BT Laboratories



New frontiers for VR technology: at a 'cyberspace' wedding in San Francisco, a bride and groom exchange their vows in virtual reality headsets. But technology may be the biggest stumbling block for VR. It is apparently difficult, for example, to design a VR body suit with tactile feedback. Picture AP

Animation Sun Microsystems experts are exploring the potential of Hot Java technology

Spicing up the Internet

The Internet could soon be a place to have a "virtual reality" experience. Following the recent unveiling of its ground-breaking new "Hot Java" technology for spicing up the Internet experience with better sound, graphics and video support, researchers at California-based Sun Microsystems are currently working on ways to make virtual reality technology on the World Wide Web a reality.

Sun calls Hot Java an animated, interactive web browser and already claims great interest from Internet-related companies on using it to provide new services.

The Internet Shopping Network (ISN), with 15,000 subscribers, for example, wants to use Hot Java to hold live, interactive auctions over the Internet. The company says it would mean that when it had an odd lot or small quantities of hot commodities such as software or office furniture, ISN subscribers could bid against each other.

With Hot Java, ISN has been able to create an application that handles 250 bidders simultaneously, with an animated, on-screen auctioneer who moves and

talks. But it won't stop there. A recent tour around the Sun virtual reality lab gives you an idea of the potential applications for a follow-on to applications developed with Hot Java technology. Your first stop is what appears to be a small, darkened room that is not particularly unique in any respect - except for the eight-foot floor-to-ceiling video walls and speaker systems that surround you.

When you enter this virtual reality chamber, you are asked to don a headset containing a pair of 3-D glasses. These glasses convert on-screen images (which show a slight "colour shift" when you look at them without the glasses - just like old 3D movies) into a three-dimensional environment while a "3D mouse" built into the headset actually tracks your head movements and causes the images in the room to change when you move your head.

The company is planning to condense this experience into something that you could "feel" just by wearing the special headset and glasses and logging onto virtual reality "pages" using next-generation World Wide

Web browser technology. Sun researchers suggest that this could entirely change people's views about what they can do on-line and that it could evolve to the point where users who wear the right headset will be able to wander around these interactive VR Web pages to really get a feel for being somewhere.

That "somewhere" could be anywhere from a virtual shopping mall to a virtual movie theatre, clubhouse or virtual office.

The Sun research group even posits the idea of virtual global meetings - where you can actually see images of other people in a virtual conference room. It is like a VR extension of existing Internet "chat rooms" - except that you would actually see real, 3D images of the people in the room and hear their voices, rather than just reading their names and typed comments.

There are, however, dangers that lurk on the road to 3D nirvana. One potential trouble spot is the social impact this may have - particularly on young children who might use the system.

Just as society wrings its collective hands over the way

that we allow photo-realistic violence to be shown on TV and in movies - and allow ourselves to become completely numb to the sight of others dying - there are said to be real dangers in allowing children to play violent VR games.

If VR games become so realistic that young children find it hard to distinguish between digital fantasy and reality, who is to supply them with the "real world" moral code that prevents them from attacking people when they don't have their VR equipment on?

Philosophical issues aside, the technology may end up being the biggest stumbling block to VR. It is apparently difficult, for example, to design a VR body suit that responds with the right amount of heat or cold, physical impact and movement to give users a completely realistic VR experience without potentially hurting them.

The researchers say that tactile feedback is a very tough problem - and that anything powerful enough to emulate the impact of even a mild collision is severe enough to break a bone.

Geof Wheelwright

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Tel: 01276 453105 Fax: 01276 453108

Company Description
Automated data capture from hand written forms via ICR/OCR/OMR character recognition. Document processing, imaging, storage and retrieval. High traffic ISO computer linked fax systems.

Hardware Compatibility
PC/Win/Win 95/NT.

Geographical Coverage
UK & Europe.

Applications
Teleform ICR.

2 Dun & Bradstreet Software
PO Box 273, Kings House, Bond Street, Bristol BS99 7AL
Tel: 0117 927 8585 Fax: 0117 925 7131

Company Description
Dun & Bradstreet Software is a Subsidiary of the Dun & Bradstreet Corporation and develops, markets and supports a range of business software products and services. These include market leading, decision support tools, financial, human resource, manufacturing and distribution applications. With 10,000 customers in 60 countries and over 2,000 employees, Dun & Bradstreet Software is one of the world's Top Ten software vendors.

Hardware
IBM AS/400. GUI includes Windows and OS/2. Price on application, includes user input to development.

Geographical Coverage
45 Offices worldwide. Concurrent translations into 17 languages.

Applications
Truly integrated manufacturing, financial and distribution software. Strategy includes COT and Client/Server.

3 Movex (UK) Limited
Savile House, Savile Road, Eland, Yorks YO5 0NU
Tel: 01422 377811 Fax: 01422 310109

Company Description
Integration, flexibility, ongoing and proven development team, real commitment to high quality international service and support are just some of the reasons why over 1100 major companies have chosen MOVEX software - often to support ERP and RightSizing. Over 80% of MOVEX's sales are to pan-European companies, producing a turnover of £24 million per annum.

Hardware
IBM AS/400. GUI includes Windows and OS/2. Price on application, includes user input to development.

Geographical Coverage
45 Offices worldwide. Concurrent translations into 17 languages.

Applications
Truly integrated manufacturing, financial and distribution software. Strategy includes COT and Client/Server.

4 MR-Data Management Group Plc
47 Bastwick Street, London EC1V 3PS
Tel: 0171 250 3377 Fax: 0171 250 1873

Company Description
MR-Data Management Group provides comprehensive facilities management and out-sourcing for data management requirements. Services include: image and data capture, electronic printing, secure off-site data storage and market leading Memex software.

Hardware
All major systems

Geographical Coverage
UK, USA, Middle East

Applications
All image and computer data.

5 SQL Financials
Royal Albert House, Sheet Street, Windsor, Berkshire SL4 1BE
Tel: 01753 833360 Fax: 01753 833748
Contact: Paul Sanday

Company Description
SQL Financials has developed a New Breed Financial Applications Solution which meets the needs of high volume processing environments that also require the flexibility of Native Windows Client/Server Applications.

Hardware
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Applications
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Coverage
SQL Financials currently has 12 worldwide offices with North American Operations based in Atlanta and European Operations in Windsor, UK.

- 6 Client Server Accounting & Distribution Software
- 7 Conference
- 8 Enterprise Wide Software
- 9 Financial & Accounting

6 Lawson Software
Capital Place, 120 Bath Road, Hayes, Middlesex UB8 3AN
Tel: 0181 754 8470 Fax: 0181 754 7766

Company Description
Lawson Software offers robust, client/server applications with proven business benefits for companies worldwide. Lawson has 20 years of experience in developing business applications, with a rich, corporate functionality. Combining that experience, with a unique underlying development technology strategy, Lawson offers future proof solutions - offering both high-end functionality and openness and integration to the newest technologies.

Hardware
AS/400, RS6000, HP9000, DEC Alpha, Sun, Sequent, U6000

Applications
Accounting, Distribution Management, Materials Management, Lawson Tools and Open Enterprise Desktop.

Coverage
FT 2000

7 Client-Server Conference
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8 SAP (UK) Limited
No. 7 New Square, Bedford Lakes, Feltham, Middlesex TW14 8MA
Tel: 0181 818 2970 Fax: 0181 818 2980

Company Description
SAP
Integrated Software. Worldwide.

Hardware
UNIX, Windows NT

Geographical Coverage
Worldwide. 28 subsidiaries: 8400 employees

Applications
Industry specific & generic applications covering the industrial, financial and public sectors.

9 PeopleSoft UK Ltd
The Arrium Court, Apex Plaza, Reading, Berkshire RG1 1AX
Tel: 01734 254254 Fax: 01734 511832

Company Description
PeopleSoft develops and markets PeopleSoft Financials, PeopleSoft HRMS, PeopleSoft Distribution and People Tools, a powerful application development and customisation environment. PeopleSoft combines graphical user interface, relational database technology, and client/server architecture to deliver superior product functionality and technologically innovative applications, with the best customer service in the business.

Hardware
IBM, Digital, Hewlett Packard, Data General, SUN, NCR.

Coverage
Fortune 500 and Fortune 1000

Applications
PeopleSoft Financials, PeopleSoft HRMS - PeopleSoft Distribution.

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Tel: 01462 490094 Fax: 01462 490919

Company Description
Netsoft designs, develops and distributes a range of software products that provide easy, reliable and cost-effective client/server software solutions, linking PCs and PC networks to IBM mainframe and AS/400 computer systems. Netsoft are available for Windows, Windows for Workgroups, Windows NT, Windows 95 and IBM's OS/2 and Warp operating systems.

Geographical Coverage
International.

Applications
IBM mainframe and AS/400 connectivity.

11 Zergo Limited
The Square, Basing View, Basingstoke, Hampshire RG21 4EG
Tel: 01422 342 800 or 01256 818 800
Fax: 01256 812 901 E-Mail: zergo@zergo.com

Company Description
Zergo is Europe's leading specialist provider of Information Security solutions. We provide a range of security solutions, including hardware and software, customised systems, information security consultancy and education. Zergo is a key supplier of LAN & WAN security to finance, defence, government, and pharmaceuticals.

Hardware
Security Servers, Network Encrypts, Systems Integration.

Geographical Coverage
UK, Western Europe.

Applications
ZSA, SAM, Secure E-Mail

Cost
On application.

12 SCIL
45 The Boardwalk, Port Solent, Portsmouth, Hants PO6 4TP, UK
Tel: 44 (0) 1705 215216 Fax: 44 (0) 1705 215101

Company Description
SCIL is the World leader in ISDN Technology. We can provide solutions from file transfer to LAN access to video conferencing from 64k to 2MB/s over ISDN.

Hardware Compatibility
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Geographical Coverage
Anywhere with ISDN.

Applications
See WWW SCIL.co.uk

Cost
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13 CSI
Canal Place, Leeds LS12 2DU
Tel: (0345) 010105 Fax: (01132) 342211

Company Description
CSI are a leading IBM Business Associate specialising in applications for IBM AS/400, RS/6000 and Client/Server environments. Applications include BPCs for manufacturing and supply chain companies, CIEL for logistics companies and the award winning customer services products (CSP). For a free information pack, please call CSI Customer Service on (0345) 010105.

Hardware/Compatibility
IBM AS/400, IBM RS/6000, PC & client/server platforms.

Geographical Coverage
Nine UK offices supporting Europe, USA, S Africa and Australia.

Applications
Manufacturing, supply chain & logistics.

Cost
POA

14 Axiom Technologies
4a-10 West Street, Epsom, Surrey KT18 7RG
Tel: 01372 729655 Fax: 01372 749665

Company Description
AXIOM Technologies is exclusively devoted to providing client/server information security solutions for multi-platform environments with its OmniGuard suite of products. Axiom provides its clients with everything from industry leading consultancy through to world-class security software and support.

The company founded in 1994, is privately held and headquartered in the USA with offices worldwide. AXIOM is a wholly owned division of Flaxco Inc. and serves a global customer base of over 5000 blue chip clients.

The OmniGuard suite is specifically designed for distributed computing environments and collectively manages, secures and protects enterprise-wide systems and information.

Hardware
The OmniGuard suites of products are designed for multi-platform environments.

Cost
Dependent upon platform - POA.



- 15 Payroll Software
- 16 Remote Access ISDN Solutions
- 17 Remote Access Security

15 Action File Limited
1 Canalside House, Tramway, Banbury, Oxon OX16 8TB
Tel: 01295 222866 Fax: 01295 222626

Product Description
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Hardware
Ideal for PC and PC Networks

Geographical Coverage
Sales and support throughout the UK.

Applications
Payroll and Employee Management

Cost
Prices available on application

16 KNX Limited
Tempest Court, Broughton Hall, Skipton, North Yorkshire BD23 3AE
Tel: 01535 702500 Fax: 01535 797886

Company Description
Established in 1992, KNX is the market leader for PC-based ISDN solutions accounting for 44% of the UK market (Dataquest). Available for all major hardware/software environments, the KNX ISDN Product Portfolio, which includes the revolutionary ISDNPod Series, meets the highly specific performance and feature requirements of today's retail, finance and government markets amongst others in a cost effective manner.

Hardware/Compatibility
DOS, Windows 3.x, Windows 95, UNIX, Novell NetWare, Windows NT

Geographical Coverage
Worldwide

Applications
Remote LAN Access

Cost
From £995

17 Digital Pathways (UK) Ltd
5 Campbell Court, Campbell Road, Bramley Tadley, Hampshire RG26 5EG
Tel: 01256 882191 Fax: 01256 882008

Company Description
Defender security server authenticates local or remote users wishing to gain access to a corporate network. DSS authenticates remote users logging onto a LAN or locally onto a NOVELL file server and supports hardware and software tokens for unique user authentication.

Hardware/Compatibility
Available for PC and Apple Macintosh

Geographical Coverage
Direct sales in UK, USA, Reseller support worldwide.

Applications
User authentication to the network.

Cost
25-user licence from £1,660



- 18 Sales & Marketing
- 19 Sales & Marketing
- 20 Sales & Marketing

18 Chips International Limited
11 Archway Upper Stath Road, St Albans, Herts AL1 1LA
Tel: 044(0)1692 580888 Fax: 44(0)1692 580888

Company Description
PURSUIT offers modules for Prospect or Project Contact Management, Quotations, Competitors Profiles, Sample Register, Marketing Campaigns, Technical Libraries, Guarantee and Complaint Logging, Telemarketing. Our mobile and office based systems are personalised to suit your established working methods. Where required we can link to your core system for the extraction of data.

Hardware
400+ platforms incl PC's, Unix, Networks, AS/400

Geographical Coverage
Worldwide

19 FaxBack Limited
Fairfield House, 24 High Street, Great Beckham, Surrey KT23 4AG
Tel: 01372 450535 Fax: 01372 450538

Company Description
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Hardware
Software & cards for typical 4 line £5500 requires 486PC

Geographical Coverage
Worldwide Blue Chip user list

Applications
Unlimited brochures datasheets maps forms price lists etc.

20 Saratoga Systems
Coworth Park House, Coworth Park, Ascot, Berkshire SL5 2EL

Company Description
Saratoga Systems is a leading developer and supplier of account management and sales automation software across all industries. We offer solutions specific to each organisations requirements, without time consuming programming, resulting in a very high ROI. With more than 500 customers worldwide, the package has proven itself to be a very cost effective solution.

Hardware
PCs 868/DOCS, 386/Windows, UNIX, IGM/MVS E650 per user for 100+ users.

Geographical Coverage
Worldwide multilingual

Applications
Enterprises wide sales & Marketing management, sales force automation.

- 21 Sales & Marketing
- 22 System Management
- 23 Worldwide Manufacturing Solutions

21 Softa & Co Ltd
11 London Road, St Albans, Herts, AL1 1LA
Tel: 01727 863234 Fax: 01727 844154

Company Description
At the leading sales & marketing systems consultancy, Softa builds flexible software solutions based on proven, best practice methodologies. Services include: sales & marketing & business strategy consultancy & systems integration project services. Our service portfolio ensures the fastest route to the delivery of identified business benefits.

Hardware
PC Architecture, Microsoft Windows, Windows NT, Client Server Databases.

Coverage
UK & Europe

Applications
Software components for all key sales & marketing processes.

22 Heroix
Yeomans Court, Ware Road, Hertford SG13 7HJ, England
Tel: +44 (0) 1992 500006 Fax: 01992 500085

Company Description
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Geographical Coverage
Worldwide

Users
Include 16 of the Times Top 30 Companies.

23 JBA
Turnpike Gate House, Alcester Heath, Alcester, Warwickshire B49 5JG
Tel: 01789 400212 Fax: 01789 400875

Company Description
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Hardware
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Geographical Coverage
Worldwide.

Applications
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Cost
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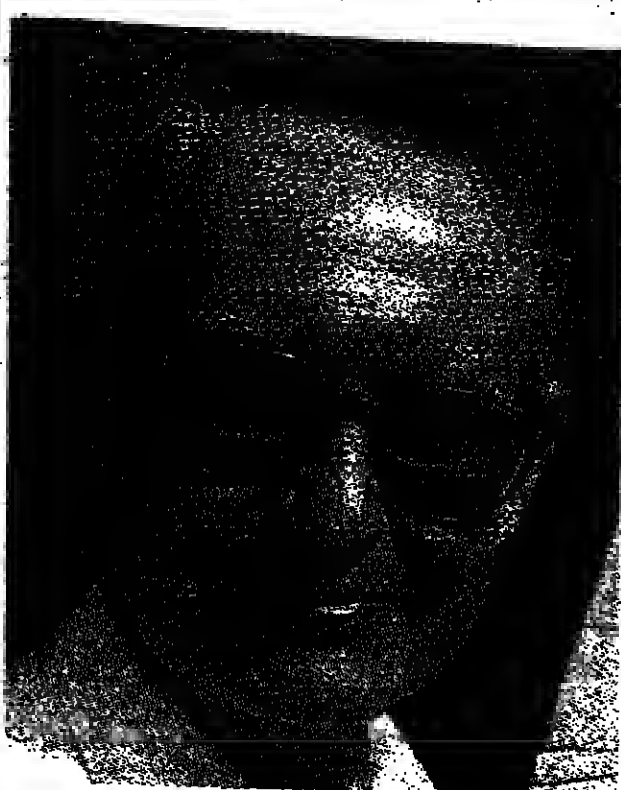
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CASE STUDY Ferro Engros



Sjöholm: 'The vast majority of orders have no human involvement'

Focus is on supply chain information

Ferro Engros is a distribution and wholesale company which does not want to actually handle any goods - as long as it controls the information flow along the entire logistics chain.

The company is at the heart of a retail and distribution chain in Sweden which sells 30,000 different items in the DIY, gardening, tool and building markets from suppliers across the world.

"Storing products is no use to us: the only function we're interested in is controlling the flow of information and the flow of goods," says Ola Sjöholm, director of logistics and information systems.

Ferro Engros has just 250 staff who handle orders for 2.5m items a year and generate a turnover of SKr1.8bn.

Its secret lies in its commitment to IT. Mr Sjöholm, an IT man by background, points to his own job title here: "The fact that I am head of logistics, distribution and IT reflects the essential part that IT plays in the business."

"Logistics is the flow of goods, managed by warehouse and distribution systems; of information, through 200 terminals for our 250 staff; and of money, through invoicing and accounting systems and electronic data interchange."

This philosophy goes back almost 20 years: retailers have been ordering electronically from Ferro since the late 1970s, before the term Electronic Data Interchange (EDI) was invented. Today, 70 per cent of retailers, accounting for 90 per cent of Ferro's orders, do business in this way. This dramatically reduces the need for office staff, as Mr Sjöholm says: "The vast majority of orders have no human involvement at our end."

The electronic orders are sent to Ferro's Unisys switching system. About a quarter of them are simply recorded and then forwarded automatically to the suppliers or manufacturers.

Another 3 per cent are assembled into EDI order messages conforming to the international Edifact standards: as a pioneer in

electronic trading, Ferro established its own message formats but is now gradually moving to Edifact.

EDI is also used by big suppliers to send invoices to Ferro: about half the invoices arrive in this way. They pass into the accounting system for automatic reconciliation with orders, followed by payment, again with little or no human involvement.

Mr Sjöholm says all this ensures that although retailers are indirectly dealing with large numbers of suppliers, and vice versa, they all only have to contact one company for ordering, invoicing and delivery: Ferro.

The electronic arrangements mean not only that Ferro physically handles as little paperwork as possible but also that goods are stored for the shortest time possible and delivered with minimum delay after an order is placed.

Ferro is now seeking to extend the arrangements to cut its own work and costs still further.

"At present, we send retailers thick paper catalogues, which are expensive to produce, update and distribute," Mr Sjöholm says.

"We now plan to put the catalogue on CD-Rom. It can then include images and speech to give a better idea of the product. It can be integrated with the existing ordering system, so retailers won't have to change their systems when we send them an updated catalogue. They can search on product name, group or number. They can then link to us to get stock information on-line."

Meanwhile we will have lower production and distribution costs.

Whatever the future, Ferro's interest lies increasingly in the information rather than the goods being moved.

Its single-mindedness here is reflected in the fact that it has even contracted out the operation of its computer systems to Unisys.

"Our attitude is to do what we do best and let someone else do the rest," Mr Sjöholm says.

John Kavanagh

Introduction: supply chain management draws on a very broad range of IT skills, reports Claire Gooding

IT helps deliver the goods

Logistics has come out of the warehouse and become part of the move to Efficient Customer Response

Logistics is everybody's problem: too often nobody's baby. "People who talk about logistics are generally concerned with trucks and lorries and warehouses," says Arthur Voncheck, managing director of distribution software supplier Managistics.

"As we see it, such specialists are desperately trying to re-position themselves in 'supply chain management,' a much broader area of expertise."

Supply chain management does indeed draw on a very broad range of skills in information technology. IT systems now contribute to the entire life-cycle of products, from managing supply through production, materials management, marketing and sales and distribution.

Storage and warehousing technology, once a science of its own, has become part of an integrated approach to logistics and distribution.

This hindering of disparate skills has been driven by the consumer. The customer is king: people are not prepared to wait for a product if they can get it elsewhere by shopping around.

Supermarkets build on "customer relationships" with elaborate loyalty schemes, and try to divine customer choice through massive data warehouses.

But they still have to deliver the goods. And here lies the

problem outlined by Mr Voncheck.

"Logistics is viewed as a discipline. No-one sees it as core to the business, but they all want to know how to manage the product flow to minimise cost and maximise customer service. But one of the barriers to logistics as a discipline is that it crosses the traditional power boundaries: directors of manufacture, distribution, marketing, purchasing and transport all have their own power domains and internal fiefdoms."

New technologies - some of them very adaptable - have come to the aid of the various fiefdoms. Barcode and scanning techniques (see focus:

To become integrated, smaller companies have to adopt IT

computers in retailing section) have made it easier to track the physical progress of goods, while the exchange of information through electronic data interchange (EDI) workflow, and document management have streamlined administration.

Large companies whose operations have always been centralised are increasingly looking at "standardisation" and "globalisation" of their software solutions.

This has become possible with the widespread availability of standard packages from suppliers and particularly client-server solutions. These enable companies to install a "global" solution - a version of



Arthur Voncheck: 'Logistics crosses the traditional power boundaries'

the software in each national centre for integrated accounting, manufacturing and distribution packages.

Good communications are vital at every stage and those have to extend beyond the organisation itself to suppliers. In fact, it has become vital to push the principles of (and responsibilities for) just-in-time manufacturing techniques further down the line.

To become integrated into the efficiency drive, smaller companies have to adopt information technology - something which is not always easy for the small family-run busi-

nesses that tend to characterise the haulage industry.

"Partnership" has become the key to making this complex chain efficient. Partnership can mean, as one very influential supplier puts it: "they do what we tell 'em", but there are less cynical interpretations.

In the computer industry, for example, ICL Sorbus and Bull Information have just made an agreement to share European distribution centres.

"There are still a lot of issues to be addressed on the logistical front across Europe, including the 'green' issues such as

packaging and transport pollution," says Peter Woodward, commercial manager of French-owned CGI (Compagnie Generale Informatique), which has been involved in developing logistics systems for international organisations for more than 20 years.

"Since 1993, the movement of goods has become easier, but transport and road haulage businesses have been technologically shy, partly because of the investment involved."

"Affordability, timescales, and a lack of universally accepted standards, have limited developments up to now," says Mr Woodward. "The big companies such as Ford and Shell could afford to develop systems in-house. But we're now seeing a choice of integrated packaged software which combine manufacturing, accounting and distribution, such as CGI, SAP, SSA, JD Edwards, JBA, and others, whose software is available across Europe."

There is some debate in the industry about whether pan-European logistical systems are possible: CGI's experience of providing logistic solutions on a European international level suggest they are.

Mr Woodward gives as an example of centralised warehousing the golfing supplier Titleist & Footjoy.

"A customer in France can telephone the local French sales office, ordering stock in native language, but the stock actually arrives from Germany, where a single warehouse is delivering orders all over Europe. They've reduced stockholding in each country but maintained and even increased customer service levels through the use of a package available all over Europe."

FT

software at work

Logistics and distribution

IT suppliers usually have to pool expertise to provide such integration.

In the UK, computer services company Sema has joined forces with Data General and Computer Associates, supplier

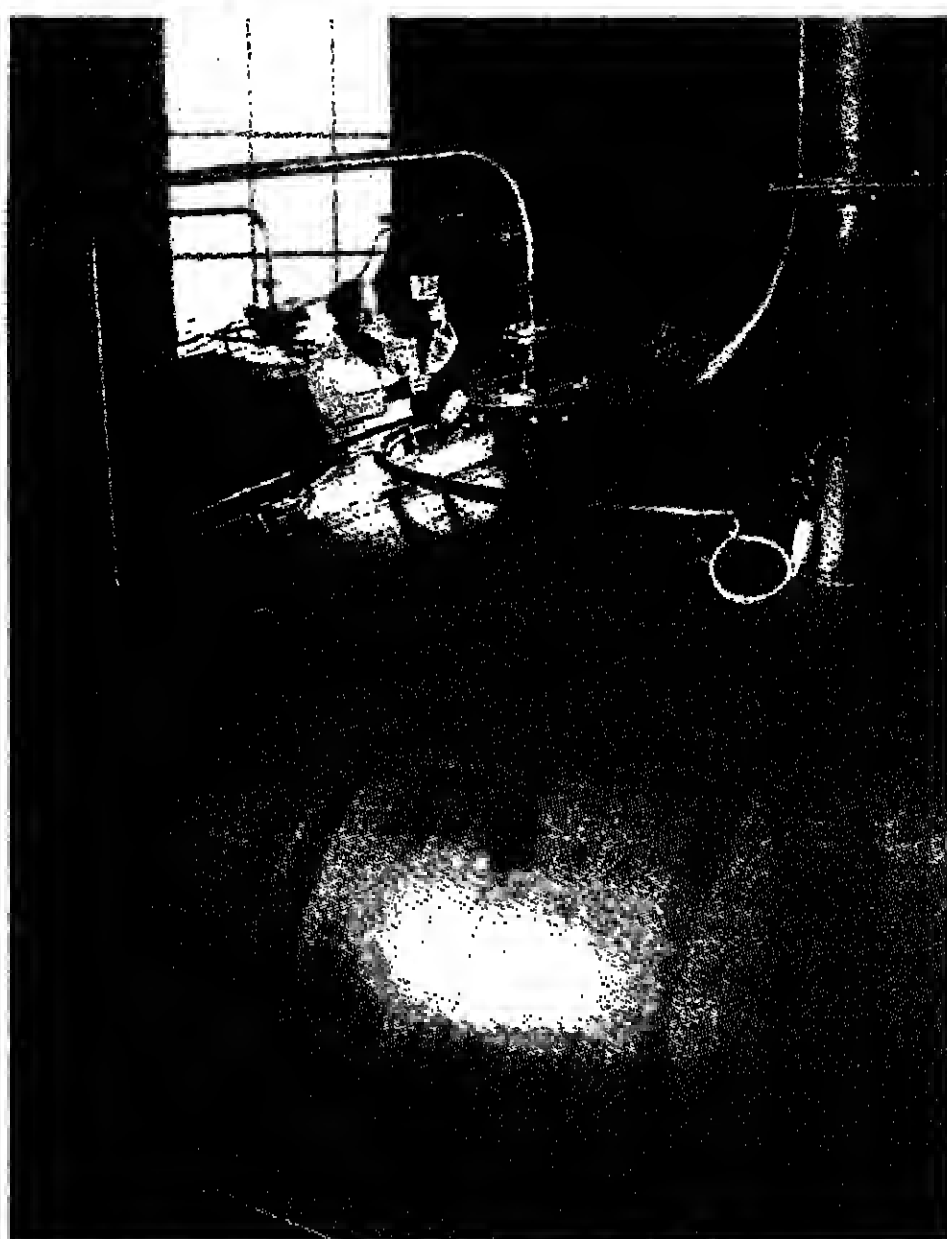
An Ingres-based 'data warehouse' monitors sales and stock

of the Open Ingres database and specialist consultant BACG in a massive overhaul of logistic systems for Booker Belmont Wholesale, a £4bn food distribution company with 150 subsidiaries.

The aim is to streamline operations and build new distribution lines, using Inphase's warehousing and distribution software.

An Ingres-based "data warehouse" monitors sales and stock positions. The system is integrated with financial and executive information systems which can provide instant information such as stock levels, the whereabouts of trucks, or product sales by geography.

CASE STUDY Linx system helps to keep Bass products flowing



Linx allows Bass to keep track of raw material stocks, finished products and forecasts in demand

From barley to bar

Keeping Bass's supply chain running smoothly is no easy task - with 24,000 trade customers each typically sending in one order a week, 12,000 suppliers, an annual output of about 2.5bn pints of beer and a promised 48-hour turnaround on deliveries.

Add the industry's present problems of falling demand with competition from cross-channel imports squeezing margins, and tight control of overheads to maintain profits is clearly vital.

For Bass, extensive change in the way the company does business is an essential part of its strategy and Mike Fisher, director for information services and change, believes that for perhaps the very first time, technology is the enabling force driving the transformation.

"Most of what we're doing is leveraged by technology," he says. Three years ago, Bass embarked on a big overhaul of its information systems, investing about £65m in solutions and support since then to streamline its entire transaction processing operations.

Once the basic systems were in place it was time to embark on strategic improvements and a key priority here was to centralise control of the logistics function.

A system that could pull together supply chain information from eight breweries, 17 distribution depots and eight telesales offices was needed, and the

company investigated every suitable package on the marketplace that it could find before settling on the Linx system developed by Numetrix of Toronto.

"Linx has very good functionality," says Mr Fisher, "and does everything we wanted. But it also offers excellent graphics which make it very easy for our logistics people."

In addition, the system is highly flexible and helps

Installations started in summer 1994 and all sites had been equipped by July this year

manage unexpected changes in production requirements very quickly. "We also were impressed with the Numetrix team in Toronto," adds Mr Fisher. "They really understand supply chain issues."

First installations started in summer 1994 and all sites had been equipped by July this year. Linx essentially allows Bass to monitor its supply chain from "barley field to bar" - keeping track of raw material stocks, finished products and forecasts in demand from customers to maximise efficiency.

As a result, Bass has

managed to cut stocks from an average of 10-12 weeks to only three or four weeks. And as well as the £40m cut from the costs basis since 1992, a further £12m is expected to be saved this year - on an annual turnover of about £1.6bn.

Significantly, too, the system has helped Bass operate at around 95-96 per cent capacity compared with 91-92 per cent a year ago. "An improvement of 1-2 per cent doesn't sound much," agrees Mr Fisher, but on 2.5bn pints a year it adds up to a lot of beer.

But internal streamlining is just a start. Already Bass is using electronic data interchange (EDI) to exchange orders with 1,800 pubs and 100 off-trade customers.

The company is also one of a handful of suppliers now working with supermarket chain Sainsbury on a vendor-managed inventory scheme which allows the brewer direct access to sales data to estimate replenishment needs and improve production scheduling.

UK beer sales may be declining - Bass has closed four breweries in the past five years - but despite pressure on margins, profits are level.

For Mike Fisher, improved supply chain control is the key: "Managing the supply chain efficiently is the major weapon in maintaining profitability in a competitive market," he says.

Penelope Ody

CASE STUDY JBA software helps to keep Sleepyhead on its toes

Bed specialists curb costs

The past few years have not been easy for furnishings suppliers: sales are closely tied to the health of the housing market and as that has stagnated, so too has consumer willingness to refurnish.

For bespoke bed specialists Sleepyhead, maintaining performance on its £12m turnover has been a matter of controlling costs: something that financial director Stephen Ford believes has only really been possible with the help of the company's IT systems.

"We've used our computer system to control overheads," he says, "as well as improve customer service - which we take very seriously."

Back in 1989, the company's stockholding of raw material and finished goods was about

£1.7m. Today, it is less than half that, thanks in part to rationalising production to one site instead of two, but largely to IT systems from JBA which have helped cut delivery times from four weeks to one and reduce work in progress to only two to three days.

The company had originally inherited IBM MAAPICS software from its US parent, Simmons Inc. This ran on IBM System 36 hardware and controlled all operations, but an early priority was to replace it with something more attuned to UK accounting practices.

JBA's suite of management software for the System 36 provided a good match, recalls Mr Ford. Two years ago the company switched to IBM AS/400s running the updated

JBA's Business 400 system.

"JBA's support had always been superb," he says. "When you need help to fight fires, they're there to do it. I would go for inferior software and better support any day - especially when, like us, you have an IT department where the manager is on his own."

The JBA system allows Sleepyhead to keep tight control of stocks and monitor its labour-intensive bed production processes precisely. The company is currently introducing bar coding to the production line so that each bed can be tracked from start to finish.

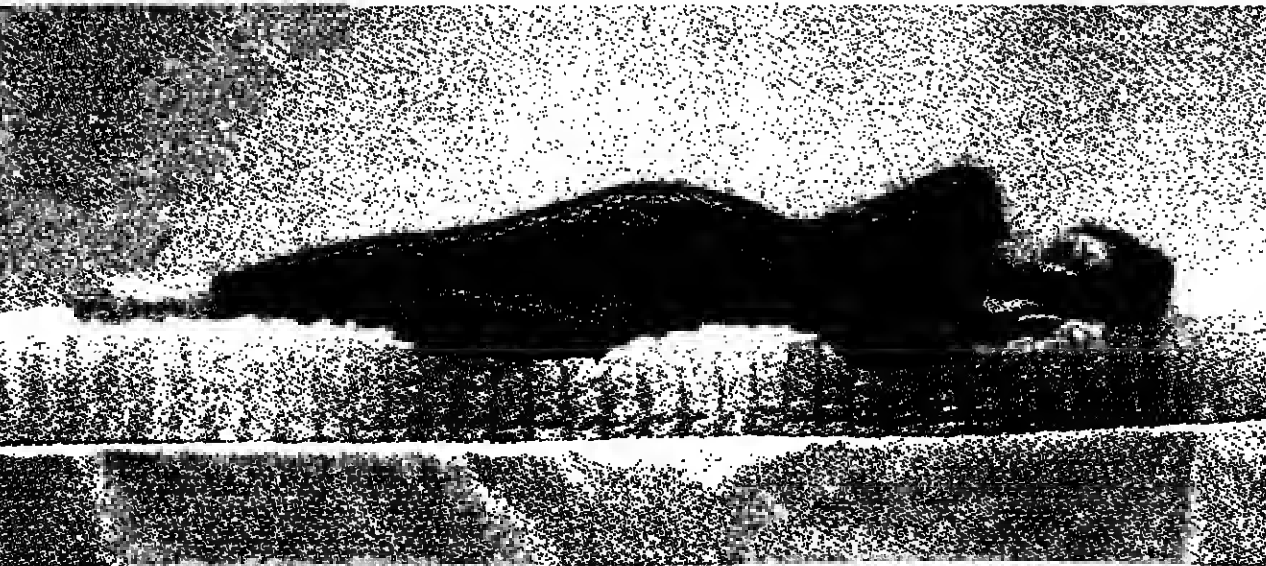
This will mean that if at any time in the manufacturing cycle a customer queries progress, Sleepyhead will be able to say precisely what is being done to the bed at that

exact moment. Such efficiency has brought stockholding reductions - down by some 30 per cent in the past five years - although further improvement is difficult with delivery lead times on mattress ticking from Belgium, for example, running at up to 12 weeks.

The company is, however, making efforts to further reduce these: electronic data interchange (EDI) is being introduced both for order-taking from UK retail customers and for order-placing to international fabric and timber suppliers around the world.

Sleepyhead is using a package from BT subsidiary Syntegra already favoured by one of its key retail customers.

Use of the Business 400



Sleepyhead has saved £450,000 since the implementation of JBA's Business 400 software. Delivery times have been cut from four weeks to one

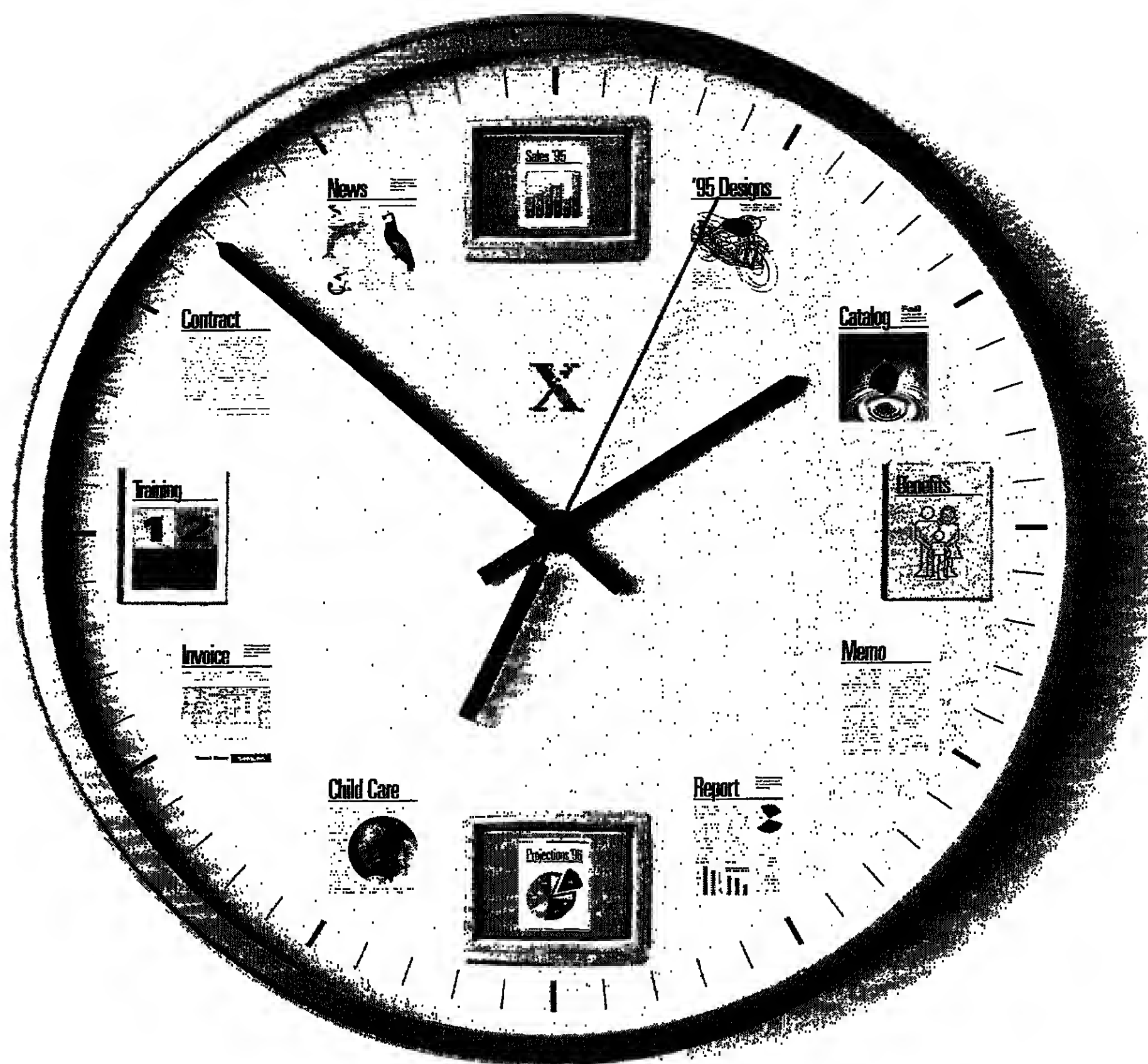
application is also being extended at the end of the supply chain: a transport planning module is helping marshal deliveries before ever a bed is made.

The orders are analysed by destination and a truck load identified. This group is then scheduled for production simultaneously so that as the beds are completed a full lorry

can be despatched. "We're only ever building beds that we know we can deliver," says John Almazan. Once bar code monitoring of work in progress is fully in place,

Sleepyhead will be able to control its plan-to-load schedules even more precisely.

Penelope Ody



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MANAGEMENT FUNDING NOTES

Notes may be in paper records or microfilm and may be dated as late as 1970. The following are U.S. citations. Notes are shown for an ongoing response.

1970 - 1971 - 1972 - 1973 - 1974 - 1975 - 1976 - 1977 - 1978 - 1979 - 1980 - 1981 - 1982 - 1983 - 1984 - 1985 - 1986 - 1987 - 1988 - 1989 - 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000 - 2001 - 2002 - 2003 - 2004 - 2005 - 2006 - 2007 - 2008 - 2009 - 2010 - 2011 - 2012 - 2013 - 2014 - 2015 - 2016 - 2017 - 2018 - 2019 - 2020 - 2021 - 2022 - 2023 - 2024 - 2025 - 2026 - 2027 - 2028 - 2029 - 2030 - 2031 - 2032 - 2033 - 2034 - 2035 - 2036 - 2037 - 2038 - 2039 - 2040 - 2041 - 2042 - 2043 - 2044 - 2045 - 2046 - 2047 - 2048 - 2049 - 2050 - 2051 - 2052 - 2053 - 2054 - 2055 - 2056 - 2057 - 2058 - 2059 - 2060 - 2061 - 2062 - 2063 - 2064 - 2065 - 2066 - 2067 - 2068 - 2069 - 2070 - 2071 - 2072 - 2073 - 2074 - 2075 - 2076 - 2077 - 2078 - 2079 - 2080 - 2081 - 2082 - 2083 - 2084 - 2085 - 2086 - 2087 - 2088 - 2089 - 2090 - 2091 - 2092 - 2093 - 2094 - 2095 - 2096 - 2097 - 2098 - 2099 - 2100 - 2101 - 2102 - 2103 - 2104 - 2105 - 2106 - 2107 - 2108 - 2109 - 2110 - 2111 - 2112 - 2113 - 2114 - 2115 - 2116 - 2117 - 2118 - 2119 - 2120 - 2121 - 2122 - 2123 - 2124 - 2125 - 2126 - 2127 - 2128 - 2129 - 2130 - 2131 - 2132 - 2133 - 2134 - 2135 - 2136 - 2137 - 2138 - 2139 - 2140 - 2141 - 2142 - 2143 - 2144 - 2145 - 2146 - 2147 - 2148 - 2149 - 2150 - 2151 - 2152 - 2153 - 2154 - 2155 - 2156 - 2157 - 2158 - 2159 - 2160 - 2161 - 2162 - 2163 - 2164 - 2165 - 2166 - 2167 - 2168 - 2169 - 2170 - 2171 - 2172 - 2173 - 2174 - 2175 - 2176 - 2177 - 2178 - 2179 - 2180 - 2181 - 2182 - 2183 - 2184 - 2185 - 2186 - 2187 - 2188 - 2189 - 2190 - 2191 - 2192 - 2193 - 2194 - 2195 - 2196 - 2197 - 2198 - 2199 - 2200 - 2201 - 2202 - 2203 - 2204 - 2205 - 2206 - 2207 - 2208 - 2209 - 2210 - 2211 - 2212 - 2213 - 2214 - 2215 - 2216 - 2217 - 2218 - 2219 - 2220 - 2221 - 2222 - 2223 - 2224 - 2225 - 2226 - 2227 - 2228 - 2229 - 2230 - 2231 - 2232 - 2233 - 2234 - 2235 - 2236 - 2237 - 2238 - 2239 - 2240 - 2241 - 2242 - 2243 - 2244 - 2245 - 2246 - 2247 - 2248 - 2249 - 2250 - 2251 - 2252 - 2253 - 2254 - 2255 - 2256 - 2257 - 2258 - 2259 - 2260 - 2261 - 2262 - 2263 - 2264 - 2265 - 2266 - 2267 - 2268 - 2269 - 2270 - 2271 - 2272 - 2273 - 2274 - 2275 - 2276 - 2277 - 2278 - 2279 - 2280 - 2281 - 2282 - 2283 - 2284 - 2285 - 2286 - 2287 - 2288 - 2289 - 2290 - 2291 - 2292 - 2293 - 2294 - 2295 - 2296 - 2297 - 2298 - 2299 - 2300 - 2301 - 2302 - 2303 - 2304 - 2305 - 2306 - 2307 - 2308 - 2309 - 2310 - 2311 - 2312 - 2313 - 2314 - 2315 - 2316 - 2317 - 2318 - 2319 - 2320 - 2321 - 2322 - 2323 - 2324 - 2325 - 2326 - 2327 - 2328 - 2329 - 2330 - 2331 - 2332 - 2333 - 2334 - 2335 - 2336 - 2337 - 2338 - 2339 - 2340 - 2341 - 2342 - 2343 - 2344 - 2345 - 2346 - 2347 - 2348 - 2349 - 2350 - 2351 - 2352 - 2353 - 2354 - 2355 - 2356 - 2357 - 2358 - 2359 - 2360 - 2361 - 2362 - 2363 - 2364 - 2365 - 2366 - 2367 - 2368 - 2369 - 2370 - 2371 - 2372 - 2373 - 2374 - 2375 - 2376 - 2377 - 2378 - 2379 - 2380 - 2381 - 2382 - 2383 - 2384 - 2385 - 2386 - 2387 - 2388 - 2389 - 2390 - 2391 - 2392 - 2393 - 2394 - 2395 - 2396 - 2397 - 2398 - 2399 - 2400 - 2401 - 2402 - 2403 - 2404 - 2405 - 2406 - 2407 - 2408 - 2409 - 2410 - 2411 - 2412 - 2413 - 2414 - 2415 - 2416 - 2417 - 2418 - 2419 - 2420 - 2421 - 2422 - 2423 - 2424 - 2425 - 2426 - 2427 - 2428 - 2429 - 2430 - 2431 - 2432 - 2433 - 2434 - 2435 - 2436 - 2437 - 2438 - 2439 - 2440 - 2441 - 2442 - 2443 - 2444 - 2445 - 2446 - 2447 - 2448 - 2449 - 2450 - 2451 - 2452 - 2453 - 2454 - 2455 - 2456 - 2457 - 2458 - 2459 - 2460 - 2461 - 2462 - 2463 - 2464 - 2465 - 2466 - 2467 - 2468 - 2469 - 2470 - 2471 - 2472 - 2473 - 2474 - 2475 - 2476 - 2477 - 2478 - 2479 - 2480 - 2481 - 2482 - 2483 - 2484 - 2485 - 2486 - 2487 - 2488 - 2489 - 2490 - 2491 - 2492 - 2493 - 2494 - 2495 - 2496 - 2497 - 2498 - 2499 - 2500 - 2501 - 2502 - 2503 - 2504 - 2505 - 2506 - 2507 - 2508 - 2509 - 2510 - 2511 - 2512 - 2513 - 2514 - 2515 - 2516 - 2517 - 2518 - 2519 - 2520 - 2521 - 2522 - 2523 - 2524 - 2525 - 2526 - 2527 - 2528 - 2529 - 2530 - 2531 - 2532 - 2533 - 2534 - 2535 - 2536 - 2537 - 2538 - 2539 - 2540 - 2541 - 2542 - 2543 - 2544 - 2545 - 2546 - 2547 - 2548 - 2549 - 2550 - 2551 - 2552 - 2553 - 2554 - 2555 - 2556 - 2557 - 2558 - 2559 - 2560 - 2561 - 2562 - 2563 - 2564 - 2565 - 2566 - 2567 - 2568 - 2569 - 2570 - 2571 - 2572 - 2573 - 2574 - 2575 - 2576 - 2577 - 2578 - 2579 - 2580 - 2581 - 2582 - 2583 - 2584 - 2585 - 2586 - 2587 - 2588 - 2589 - 2590 - 2591 - 2592 - 2593 - 2594 - 2595 - 2596 - 2597 - 2598 - 2599 - 2600 - 2601 - 2602 - 2603 - 2604 - 2605 - 2606 - 2607 - 2608 - 2609 - 2610 - 2611 - 2612 - 2613 - 2614 - 2615 - 2616 - 2617 - 2618 - 2619 - 2620 - 2621 - 2622 - 2623 - 2624 - 2625 - 2626 - 2627 - 2628 - 2629 - 2630 - 2631 - 2632 - 2633 - 2634 - 2635 - 2636 - 2637 - 2638 - 2639 - 2640 - 2641 - 2642 -

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to the
factory floor
Rockwell
leads the way**

 **Rockwell**

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US INDICES

WEDNESDAY OCTOBER 4 1995

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